

The Role of Work Motivation and Organizational Culture in Mediating the Effect of Asta Brata-Based Leadership Style on Employee Performance in Village-Owned Enterprises (BUMDes) in Buleleng District

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Abstract

In Buleleng District, Village-Owned Enterprises (BUMDes) use a leadership style based on Asta Brata to inspire their workers to give their best. The purpose of this study is to identify the mediating roles of work motivation and organizational culture in the relationship between Asta Brata-based leadership style and employee performance. The study was motivated by the crucial role of leadership in enhancing human resource quality through leadership values rooted in local wisdom. A quantitative causal design was applied to 70 BUMDES employees in Buleleng District, selected through saturation sampling. Data were collected using a structured questionnaire and analyzed with SEM-PLS in SmartPLS 4. The results show that the Asta Brata-based leadership style positively and significantly affects employee performance, work motivation, and organizational culture. Work motivation significantly influences performance, whereas organizational culture does not. Mediation analysis confirms that work motivation mediates the relationship between Asta Brata-based leadership style and employee performance, while organizational culture does not. These findings indicate that leadership practices grounded in local wisdom and capable of strengthening employee motivation are important for improving performance in BUMDes.

Keywords:

Asta Brata-Based Leadership Style; Work Motivation; Organizational Culture; Employee Performance; BUMDes.

1. INTRODUCTION

An organization's success is inseparable from the role of human resources as the primary driving force in achieving organizational objectives. Employees make a substantial contribution to organizational success, as the achievement of organizational goals largely depends on their ability to perform assigned duties and responsibilities effectively. It is well acknowledged that employee performance is a crucial measure of an organization's effectiveness. Employee performance is defined by (Warman, 2021) as the results that people produce when they carry out the duties and obligations given to them by the company. This performance is evaluated by looking at how much and how well they work. Additionally, it shows how well workers are able to achieve the company's performance expectations. Recent literature likewise emphasizes that employee performance is shaped not only by individual competence but also by organizational conditions that sustain motivation and commitment (Rahmah et al., 2024; Rachman, 2022).

Both the talent of the employees and the methods used by management have an impact on how well a company does its job. The process of leading, inspiring, and guiding people to carry out defined tasks in line

with established organizational objectives is known as leadership (Busro, quoted in Fatchurrohman et al., 2023). Leadership is essential because it directs workers, encourages them to work together productively, and helps them reach their full potential. More and more people are starting to pay attention to the Asta Brata-based leadership style, which is founded on local knowledge. Recent studies indicate that leadership practices remain closely associated with employee motivation and job satisfaction, reinforcing the importance of examining leadership within its organizational context (Ajeng et al., 2025; Reyaz, 2024).

The Asta Brata leadership style is a leadership philosophy derived from Hindu teachings that emphasizes eight fundamental leadership principles as guidance for leaders. This philosophy portrays an ideal leader as someone who demonstrates exemplary conduct, wisdom, fairness, responsibility, and the ability to guide subordinates effectively. According to (Aryawan, 2021), Asta Brata represents a divine and noble leadership philosophy that encourages leaders to establish organizations characterized by harmony, prosperity, and well-being. In a same vein, (Trisnawati & Kartika Sari, 2023), state that leaders may use Asta Brata as a roadmap to help their teams work together more effectively to reach their objectives. Village-Owned Enterprises (BUMDES) are crucial to the economic growth of rural areas, making them an ideal candidate for the Asta Brata leadership style. A leader's ability to oversee day-to-day operations of a community-based organization like BUMDES is just as important as their interpersonal skills for fostering productive connections among staff members. It is believed that leadership methods that are in line with Asta Brata's ideals would inspire workers to do a better job and foster an atmosphere where productivity soars. This relevance is also supported by recent research identifying Asta Brata-based leadership as a meaningful factor in employee outcomes and workplace relationships (Aryawan et al., 2024; Krisna Dewi & Suwandana, 2024).

Work motivation is seen to be a significant factor in employee success, right up there with leadership. A person's intrinsic energy undergoes a transformation when they are emotionally stimulated and driven to achieve a goal, according to (Febrina & Rahmat, 2024). In a similar vein, (Esisuarni et al., 2024) define work motivation as the engine that propels workers to give their all on the job and pull together to accomplish company goals. According to Vigo Hariyanto et al., (2023) there are a variety of internal and external elements that contribute to an individual's motivation to work hard and achieve their objectives. Staff members that are highly motivated to do a good job are more likely to go above and beyond, take more initiative, and want to see the company succeed. As a result, the mediating role of intrinsic motivation in the link between leadership style and performance on the job is taken into account in this research. Recent findings further show that motivation is an important pathway through which leadership can influence employee performance, although its contribution may vary across organizational settings (Rahmawan et al., 2024; Dharma et al., 2024).

The company's culture has another major influence on workers' productivity. Organizational culture is described by Robbins as an enduring system of shared ideas, values, symbols, rituals, and myths that acts as a glue for a company, according to (Hasanah et al., 2023). In addition, the unique qualities of a group that serve to distinguish one company from another and shape the actions of its members are reflected in organizational culture. Consequently, organizational culture encompasses employees' shared experiences, expectations, and organizational values (Wijaya, 2022). A strong organizational culture promotes cohesion among employees and facilitates the achievement of organizational objectives. Recent scholarship also explains that organizational culture is formed and maintained through recurring leadership behaviors, communication, and shared workplace practices (Lase et al., 2025). There has to be further research on the connection between company culture and productivity as earlier studies have shown contradictory results.

Employees are more motivated and produce better results when their bosses adopt the Asta Brata style, according to previous research. Amalia (2023), Krisna Dewi and Suwandana (2024), and Aryawan (2024) all came to the same conclusion: a leadership style based on Asta Brata increases employee motivation. Krisna Dewi & Suwandana, (2024) and Prastiwi, (2020) found that Asta Brata leadership has a favorable and substantial impact on employee performance.

However, there is still no clear-cut proof that company culture directly impacts productivity. Many research (Rosvita et al., 2023), (Febriani & Ramli, 2023), and (Rosdiana et al., 2023) indicated that organizational culture positively affects employee performance. These contradictory results point to a knowledge vacuum that needs filling up. Although, Nafiudin et al., (2024) discovered a negative association between organizational culture and employee performance,

Studies investigating the Asta Brata-based leadership style are few, and there is a lack of consistency in the results. This is especially true when looking at Village-Owned Enterprises (BUMDES). Institutions inside or associated with the public sector have been the primary subjects of prior studies. One study that looked at how Surya Brata's leadership affected performance in the Regional Secretariat of Gianyar Regency was Krisna Dewi & Suwandana, (2024). To fill this knowledge vacuum, this research uses work motivation and organizational culture as mediators to analyze how BUMDES has adopted a leadership style based on Asta Brata. At light of the above, the purpose of this research is to determine if there is a moderating influence of organizational culture and work motivation on the relationship between the Asta Brata leadership style and employee performance at BUMDES, or village-owned enterprises, in Buleleng District.

2. RESEARCH METHOD

The quantitative analysis in this study was carried out using a causal research approach. Examining the relationship between Asta Brata's leadership style and employee performance at Buleleng District's Village-Owned Enterprises (BUMDES) was the main objective of this research, with a focus on the mediating factors of work motivation and organizational culture. All around Buleleng District, Bali Province, Indonesia, researchers visited Village-Owned Enterprises (BUMDES). Everyone employed by BUMDes in the district was considered part of the study population. All people in the population were included for the study since it used a saturation sampling method (census sampling). Therefore, seventy participants participated in the research.

The study utilized both primary and secondary data. According to Umar, as cited in (Fitriani, 2021), primary data refer to information obtained directly from the original source, including responses collected through interviews or questionnaires administered by the researcher. Secondary data refer to primary data that have been processed and presented by the original data collectors or other parties in the form of tables, reports, or diagrams. Data was collected via documentation and structured questionnaires. The study's instrument was a five-point Likert scale, where 1 indicates strong disagreement and 5 indicates strong agreement.

The independent variable in this research was the Asta Brata-based leadership style(X), the mediating factors were work motivation (Z_1) and organizational culture (Z_2), and the dependent variable was employee performance (Y). Using the following nine leadership dimensions, “Indra Brata, Yama Brata, Surya Brata, Candra Brata, Bayu Brata, Kuwera Brata, Baruna Brata, Agni Brata, and the remaining concept taken from Asta Brata”, the measuring instrument was used to assess the leadership style dependent on Asta Brata.

SmartPLS 4 software was used to analyze the data using the SEM-PLS technique. SEM-PLS was selected because it does not require the data to meet the assumption of multivariate normality and is suitable for examining relationships among latent variables with a relatively small sample. More specifically, this method enables the direct and indirect relationships in the research model to be estimated simultaneously, making it appropriate for assessing the mediating roles of work motivation and organizational culture in the relationship between Asta Brata-based leadership style and employee performance. Model evaluation consisted of two stages: assessment of the measurement model (outer model) and assessment of the structural model (inner model). Instrument validity in the outer model was evaluated through convergent validity, using outer loading values above 0.60 and average variance extracted (AVE) values above 0.50, together with discriminant validity. Instrument reliability was assessed using Cronbach's alpha and composite reliability, with values exceeding 0.70 indicating adequate internal consistency. The structural model was evaluated using the coefficient of determination (R^2), predictive relevance (Q^2), and path coefficients, while hypothesis testing was conducted through the bootstrapping procedure.

3. RESULTS AND DISCUSSION

This part offers the data analysis findings and examines how organizational culture and work motivation mediated the influence of an Asta Brata-based leadership style on employee performance in BUMDes throughout Buleleng District.

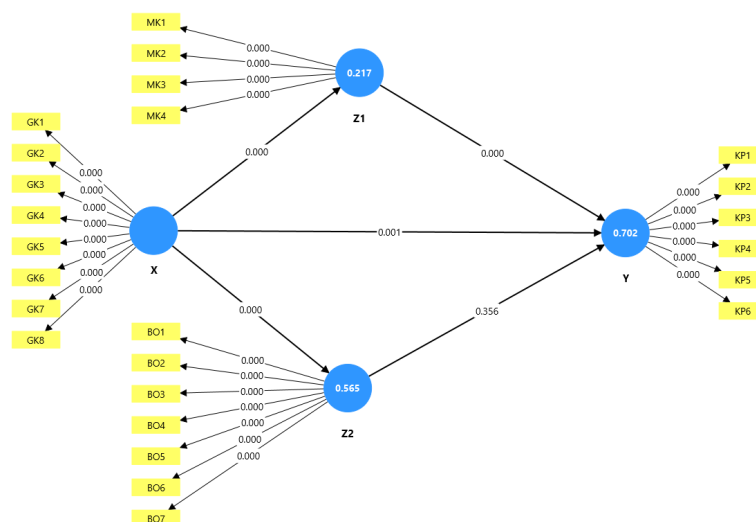


Figure 1. Structural Model of the SEM-PLS Bootstrapping Results
(Sumber: Data diolah SmartPLS4, 2026)

3.1. Measurement Model Evaluation (Outer Model)

Table 1. Results of the Measurement Model Evaluation (Validity and Reliability)

Variable	AVE	Composite Reliability	Cronbach's Alpha	interpretation
X	0.684	0.945	0.933	Valid & Reliable
Z1	0.747	0.946	0.931	Valid & Reliable
Z2	0.716	0.910	0.868	Valid & Reliable
Y	0.596	0.911	0.885	Valid & Reliable

Source: Processed SmartPLS 4 Output (2026).

To determine if the research tool was valid and reliable, the measurement model, often called the outer model, was examined. Examination of the outer loadings, AVE, Cronbach's alpha, and Composite Reliability was carried out using SmartPLS 4 software for the evaluation. With outer loading values more than 0.60, all the measurement indicators met the convergent validity requirement, according to the results. The AVE values for all the constructions were also more than the recommended threshold of 0.50. For example, X, the Asta Bratabased leadership style, had an AVE value of 0.684, Y, employee performance, Z₁, and Z₂, respectively. Indicators appropriately reflect their respective latent conceptions, as shown by these results. Further analysis of the reliability evaluation showed that all constructs met the necessary criterion of 0.70 for Cronbach's alpha and Composite Reliability, demonstrating excellent internal consistency. As a result, researcher could proceed with structural model analysis using all of the study variables as they were all legitimate and dependable.

3.2. Structural Model Evaluation (Inner Model)

Table 2. Coefficient of Determination (R²)

	R-square	Interpretation
Y	0.702	Strong
Z2	0.565	Moderate
Z1	0.217	Weak

Source: Processed SmartPLS 4 Output (2026).

The structural model assessment shows that the Asta Brata-based leadership style, work motivation, and organizational culture explain 70.2% of the variance in employee performance ($R^2 = 0.702$), while the remaining 29.8% is attributable to factors outside the model. The Asta Brata-based leadership style explains 56.5% of the variance in organizational culture ($R^2 = 0.565$) and 21.7% of the variance in work motivation ($R^2 = 0.217$). These values indicate strong explanatory power for employee performance, moderate explanatory power for organizational culture, and relatively weak explanatory power for work motivation. From a practical perspective, the high R^2 for employee performance suggests that the variables included in the model are highly relevant to performance management in BUMDes. Nevertheless, the lower R^2 for work motivation indicates that leadership alone does not fully account for employees' motivation; compensation, recognition, working conditions, career opportunities, and individual characteristics may also contribute. Accordingly, the model offers substantial explanatory value for employee performance but should not be interpreted as encompassing every determinant of motivation and organizational behavior.

3.3. Hypothesis Testing and Discussion

Table 3. Hypothesis Testing and Discussion

Hypothesis	Relationship	T-statistic	P-value	Decision
H1	X->Z1	3.905	0.000	Accepted
H2	Z1->Y	4.243	0.000	Accepted
H3	X->Z2	13.792	0.000	Accepted
H4	Z2->Y	0.923	0.356	Rejected
H5	X->Y	3.220	0.001	Accepted
H6	X->Z1->Y	2.773	0.006	Accepted
H7	X->Z2->Y	0.913	0.361	Rejected

Source: Processed SmartPLS 4 Output (2026).

3.3.1. Effect of the Asta Brata-Based Leadership Style on Work Motivation

The Asta Brata-based leadership style has a positive and significant effect on work motivation ($t = 3.905$; $p < 0.001$), supporting H1. This finding indicates that employees' motivation increases when leaders apply Asta Brata values effectively through clear direction, responsibility, openness, and appreciation.

Empirically, employees of Village-Owned Enterprises (BUMDes) in Buleleng District tend to be more motivated when their leaders provide clear direction, continuous support, and actively participate in organizational activities. Leaders who demonstrate openness, responsibility, and appreciation toward

employees foster a positive working environment that enhances employees' motivation. For instance, leaders facilitate employees' work activities and recognize their contributions through various forms of support and appreciation. Asta Brata principles are put into practice by responsible leadership, setting a good example, and providing clear direction. This fosters a positive work atmosphere where people feel appreciated and are motivated to do their best to help the company reach its objectives.

This result is consistent with the view that leadership contributes to employee motivation by creating a supportive and collaborative work environment (Dharma et al., 2024; Ajeng Dwilianti et al., 2025). It also supports previous findings that leadership style positively influences employees' willingness to contribute to organizational goals (Amalia, 2023; Reyaz, 2024).

3.3.2. Effect of Work Motivation on Employee Performance

Work motivation has a positive and significant effect on employee performance ($t = 4.243$; $p < 0.001$), supporting H2. Highly motivated BUMDes employees tend to demonstrate stronger discipline, responsibility, and initiative in completing their duties, thereby contributing to improved organizational performance.

In the context of BUMDes in Buleleng District, various motivational incentives, including holiday allowances (Tunjangan Hari Raya), bonuses, performance incentives, employee recognition, and educational allowances, have proven effective in enhancing employees' motivation. Based on these results, it seems that monetary and non-monetary incentives are equally essential in boosting productivity in the workplace.

Prawira et al., (2021), ostulated that work motivation is a critical component impacting the conduct and output of an organization's personnel. This study's results corroborate this idea. Workers are more likely to give their all on the job when they are highly motivated to do so. In addition, according to Rachman (2022), there is a strong correlation between employee performance and motivation at work. Employee motivation drives their conduct on the job, which in turn defines their level of performance. These results are in line with those of other research that has shown that intrinsic motivation at work increases productivity (Rahmah et al., 2024) and Fahriana & Sopiah, (2022).

3.3.3. Effect of the Asta Brata-Based Leadership Style on Organizational Culture

The Asta Brata-based leadership style has a positive and significant effect on organizational culture ($t = 13.793$; $p < 0.001$), supporting H3. The result indicates that consistent leadership practices based on wisdom, accountability, decisiveness, and exemplary conduct strengthen shared organizational values and work habits.

Empirical evidence shows that the organizational culture within Village-Owned Enterprises (BUMDes) is shaped by the leadership practices adopted by organizational leaders, including punctuality, collaboration among business units, and responsibility for daily organizational activities. Employees tend to emulate the work behaviors demonstrated by their leaders in carrying out organizational tasks. Although leaders of BUMDes across Buleleng District exhibit different leadership characteristics and management styles, they share the common objective of fostering a positive organizational culture and a supportive working environment.

The implementation of Asta Brata leadership values through wisdom, decisiveness, accountability, and exemplary behavior encourages the development of positive organizational values and work habits. Leaders who consistently demonstrate desirable work behaviors motivate employees to embrace the organization's values and comply with established rules. These results demonstrate how important leadership is in creating a welcoming work environment. This study's results are in line with Schein's theory of organizational culture, which is emphasized by (Lase et al., 2025), and highlights the importance of leadership in establishing and preserving the culture of a company. The behaviors, words, and decisions of leaders all contribute to the reinforcement of organizational norms. Trisnawati & Kartika Sari, (2023) cite Sunny's theory as supporting these findings, which state that leaders can benefit greatly from the Asta Brata leadership philosophy's essential guidelines for cultivating organizational culture through the promotion of effective communication and collaboration. Kartini & Rustanto, (2021), found that leadership style significantly affects corporate culture for the better, and our findings are in line with that.

3.3.4. Effect of Organizational Culture on Employee Performance

Organizational culture does not have a significant effect on employee performance in BUMDes ($t = 0.923$; $p = 0.356$); therefore, H4 is not supported. This result indicates that the presence of formal organizational values alone is insufficient to improve performance when those values have not been consistently internalized and translated into employees' daily work practices.

Empirical conditions across BUMDes show that values related to discipline, collaboration, and responsibility are not yet practiced consistently by all employees. Consequently, the prevailing culture has not developed into a shared behavioral standard capable of directing performance. Employees appear to respond more strongly to direct leadership guidance and personal work motivation than to organizational norms that remain largely formal.

This finding differs from Rosvita et al. (2023), Febriani and Ramli (2023), and Rosdiana et al. (2023), who reported a positive relationship between organizational culture and employee performance, but it is compatible with Nafiudin et al. (2024), who found that organizational culture did not necessarily produce better

performance outcomes. The contrast suggests that the influence of culture depends on the extent to which organizational values are understood, reinforced by leaders, and enacted consistently. In the BUMDes context, cultural values may require clearer behavioral standards, continuous reinforcement, and integration into performance evaluation before they can produce a measurable effect on employee performance.

3.3.5. Effect of the Asta Brata-Based Leadership Style on Employee Performance

The Asta Brata-based leadership style has a positive and significant effect on employee performance ($t = 3.220$; $p = 0.001$), supporting H5. Effective application of its principles is associated with higher employee performance because leaders provide direction, support, accountability, and exemplary conduct.

Empirical evidence indicates that employees of Village-Owned Enterprises (BUMDes) across Buleleng District demonstrate higher levels of work performance when their leaders provide clear direction, guidance, support, and actively participate in organizational activities, such as assisting employees in solving work-related problems. Leaders that take ownership of their actions and keep lines of communication open with their subordinates create an atmosphere where workers feel appreciated and inspired to do a good job. In addition, when leaders set a good example, workers are more likely to work properly and with discipline, which boosts their performance. The implementation of Asta Brata leadership values through wisdom, fairness, accountability, and the ability to provide guidance and motivation contributes to improved work quality and employee productivity within Village-Owned Enterprises (BUMDes).

According to leadership theory, which asserts that leaders greatly influence their followers' behaviors and production, these findings are consistent with that notion. Employee performance is directly proportional to the efficacy of the leadership style (Setiawan et al., 2024). In addition, according to Anggada et al., (2023) successful leadership allows businesses to manage people in a way that promotes the attainment of corporate goals, which in turn leads to gains in employee performance. Consistent with previous research, our findings support the conclusion that an Asta Brata-based leadership style considerably boosts employee performance (Prastiwi, 2020).

3.3.6. The Mediating Role of Work Motivation in the Relationship Between the Asta Brata-Based Leadership Style and Employee Performance

Work motivation significantly mediates the relationship between the Asta Brata-based leadership style and employee performance ($t = 2.773$; $p = 0.006$), supporting H6. Thus, Asta Brata-based leadership improves performance both directly and indirectly by strengthening employees' motivation.

A key relationship between leadership and employee performance in the context of Village-Owned Enterprises (BUMDes) in Buleleng District is work motivation. The findings suggest that leaders improve employee performance not only by providing direct guidance and supervision but also by fostering employees' motivation through both financial and non-financial forms of appreciation, recognition, and active involvement in organizational activities. As a result, the Asta Brata-based leadership style has a stronger beneficial effect on employee performance when they are motivated to work.

Consistent with the findings of Rahmawan et al., (2024), highly motivated workers are more likely to carry out their responsibilities as directed by their supervisors. In addition, according to Sujana & Ardana (2020) leadership guidelines aren't enough to guarantee peak performance from people unless they're highly motivated to work. Put another way, leadership methods may only lead to better performance when workers are motivated to do their best. The current results corroborate those of (Krisna Dewi & Suwandana, 2024), who found that intrinsic motivation at work greatly mitigates the effect of an Asta Brata-based leadership style on performance.

3.3.7. The Mediating Role of Organizational Culture in the Relationship Between the Asta Brata-Based Leadership Style and Employee Performance

Organizational culture does not significantly mediate the relationship between the Asta Brata-based leadership style and employee performance ($t = 0.913$; $p = 0.361$); therefore, H7 is not supported. Although Asta Brata-based leadership strengthens organizational culture, the resulting cultural change has not yet been sufficiently internalized to generate a measurable improvement in employee performance.

Empirical evidence suggests that organizational culture within Village-Owned Enterprises (BUMDes) across Buleleng District has not yet been implemented consistently or optimally by all organizational members. Although leaders have adopted the Asta Brata-based leadership style effectively, organizational values such as discipline, collaboration, and responsibility have not been fully internalized as part of employees' daily work practices. Moreover, employees appear to be more strongly influenced by direct leadership guidance and their individual work motivation than by the prevailing organizational culture.

Leadership based on Asta Brata has not been successful in enhancing corporate culture's already strong association with productivity in the workplace. The results also show that the current company culture is still rather formal and hasn't transformed into a deeply ingrained standard that influences workers' actions on the job. Consequently, company culture has not played a major role in boosting productivity, even when a successful leadership style has been put in place. Leadership based on Asta Brata and employee performance do not yet have a moderating function in the connection, according to the results. In addition, our results go

counter to the previous literature suggesting that organizational culture significantly mediates the relationship between leadership style and employee performance.

4. CONCLUSION

This study examined BUMDes in Buleleng District to determine how work motivation and organizational culture mediate the relationship between the Asta Brata-based leadership style and employee performance. The findings show that the Asta Brata-based leadership style has a positive and significant effect on employee performance, work motivation, and organizational culture. The results confirm that leadership grounded in local wisdom is not merely a cultural concept; when expressed through exemplary conduct, fairness, responsibility, clear guidance, and support, it becomes a practical managerial resource for strengthening employee performance.

In addition, the Asta Brata leadership style is positively and significantly associated with work motivation and organizational culture, while work motivation significantly improves employee performance and mediates the relationship between leadership style and performance. This mediation finding places work motivation at the center of the performance mechanism: leaders influence performance more effectively when their practices also build employees' willingness, confidence, and commitment to perform. By contrast, organizational culture does not significantly affect performance or mediate the relationship, indicating that formal cultural values have not yet been internalized consistently across BUMDes.

The practical implications for BUMDes management are clear. Managers should translate Asta Brata principles into observable leadership routines, including regular communication of work expectations, fair delegation, constructive feedback, recognition of achievement, and consistent personal example. To strengthen motivation, managers can combine non-financial recognition with transparent incentives, opportunities for learning, and active involvement of employees in solving operational problems. Organizational values should also be incorporated into orientation, routine evaluation, and performance discussions so that discipline, collaboration, and responsibility become daily behaviors rather than formal statements. Future research should test the contribution of work discipline, work environment, job satisfaction, compensation, organizational commitment, and employee competence as additional predictors or mediators of employee performance. Comparative studies across districts or types of BUMDes, as well as longitudinal designs, could further clarify whether the internalization of Asta Brata values and organizational culture produces lasting performance effects.

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