

Linking Organizational Culture, Leadership Style, and Motivation to Employee Performance: A Strategic HRM Perspective

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ABSTRACT

This study explores the influence of motivation, organizational culture, and leadership style on employee performance within the context of PT Telekomunikasi Indonesia Tbk Witel Makassar. The objective is to understand how these human resource factors interact to shape individual productivity in a state-owned enterprise operating in a competitive and technologically dynamic sector. Employing a quantitative research design, data were collected through a structured questionnaire distributed to 92 employees, and analyzed using multiple linear regression to determine the significance and strength of the relationships among variables. The results reveal that motivation has the most substantial and statistically significant impact on employee performance, followed by organizational culture, while leadership style contributes positively but with weaker statistical relevance. These findings affirm that a performance management system centered on motivational drivers and culturally aligned practices can generate higher productivity and job satisfaction. The study also highlights the importance of leadership behaviors that support communal values, especially in the Indonesian context. Overall, this research contributes to the growing literature on strategic human resource management by offering empirical insights relevant to Southeast Asian enterprises. It emphasizes the need for integrated and context-sensitive HR practices to enhance employee outcomes in service-based industries.

Keywords : Employee Performance; Motivation; Organizational Culture; Leadership Style; Human Resource Management

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INTRODUCTION

In recent years, the telecommunications industry has experienced significant transformation, largely driven by accelerated technological innovation, evolving consumer expectations, and intensified market competition. These structural and environmental shifts have imposed new performance pressures on telecommunication companies, compelling them to achieve operational agility while ensuring consistently high employee performance. Amid this complex landscape, managing human resources has emerged as both a strategic imperative and a persistent challenge. Telecommunication firms, particularly those operating in state-owned frameworks, frequently contend with occupational stress, job burnout, and organizational inertia factors that undermine workforce resilience and productivity (Mphahlele & Dachapalli, 2022; Liu et al., 2024).

Job burnout, in particular, has become a pronounced concern. Liu et al. (2024) reported that approximately 64.2% of employees in a telecommunications service provider suffered from burnout, a condition that adversely impacted their job satisfaction, psychological well-being, and overall productivity. This high burnout incidence is closely linked to elevated performance expectations, rigid performance appraisal systems, and insufficient institutional support. Furthermore, the necessity for continual adaptation to emerging technologies has added another layer of complexity

to performance management, necessitating the development of integrated and forward-looking human resource solutions (Li, 2022; Malomane et al., 2022).

In response to these multidimensional challenges, Human Resource Management (HRM) has gained prominence as a strategic function vital to organizational sustainability. Effective HRM practices emphasizing employee empowerment, equitable remuneration, professional development, and psychological engagement are widely acknowledged for their ability to foster positive work environments and drive organizational commitment (Tawalbeh & Jaradat, 2020; Atiku et al., 2024). Empirical research supports the notion that interventions such as performance-based rewards, skills training, and digital HR platforms significantly reduce turnover and stimulate a culture of continuous improvement (Ariani et al., 2023; Porkodi et al., 2023). By adopting adaptive HRM strategies, telecommunication enterprises can buffer the detrimental effects of stress and disengagement, reinforcing their resilience and long-term performance (Qatamin et al., 2023).

Despite the growing attention to strategic HRM, many organizations especially state-owned enterprises (SOEs) continue to struggle with achieving optimal performance outcomes. Existing literature highlights the pivotal influence of motivation, organizational culture, and leadership style in shaping individual and collective performance. Among these, motivation plays a central role as the psychological force that drives behavior, aligning personal ambitions with institutional objectives (Widyaningsih, 2021; Brasrinanto & Sukiman, 2022). Organizational culture, when rooted in shared values, collaboration, and trust, contributes to a cohesive and productive work environment (Saebah & Merthayasa, 2024; Silva et al., 2019). Leadership, as an enabler of human potential, is instrumental in providing direction, emotional support, and developmental opportunities to employees, thus fostering satisfaction and performance (Hamzah et al., 2023; Hasan, 2020; Rachman et al., 2022).

These dynamics acquire even greater significance within the Southeast Asian context, where public institutions often operate under systemic and cultural constraints. In Indonesia, SOEs are frequently critiqued for their bureaucratic inefficiencies, hierarchical leadership structures, and lack of innovation (Rumijati, 2021; Ruslinawati & Prasetya, 2021). Such organizational environments are typically characterized by minimal collaboration, fragmented communication, and resistance to change all of which contribute to employee dissatisfaction and underperformance (Kadir et al., 2023). Nonetheless, recent studies suggest that transformative leadership practices marked by inclusivity, participatory decision-making, and support for innovation can serve as catalysts for cultural reform and enhanced organizational outcomes (Hadiyatno, 2021; Muhammad et al., 2022).

In addition, researchers have underscored the importance of aligning motivation strategies with broader performance management systems in public enterprises. Nasution & Mesra (2024) and Meutia & Husada (2019) emphasize that when intrinsic and extrinsic motivators are systematically integrated into performance frameworks, they yield measurable improvements in service quality and employee productivity. Yet, while these studies offer valuable insights, they often approach the variables of motivation, culture, and leadership in isolation. There remains a critical knowledge gap in understanding how these three factors interact collectively to influence performance, particularly within Indonesian SOEs operating in high-demand sectors such as telecommunications.

The lack of integrative research in this domain presents both a theoretical void and a practical dilemma. Although the individual effects of motivation, culture, and leadership on performance are well-documented, empirical investigations examining their combined impact especially within the constraints and complexities of a state-owned telecommunication entity are still limited. This study, therefore, seeks to bridge this gap by exploring the individual and synergistic influences of motivation, organizational culture, and leadership style on employee performance at PT Telekomunikasi Indonesia Tbk Witel Makassar. As a subsidiary of one of Indonesia's most influential state-owned digital service providers, Witel Makassar offers a representative context to examine these dynamics.

The objectives of this research are fourfold: (1) to assess the extent to which employee motivation affects performance; (2) to examine the role of organizational culture in shaping behavioral and performance outcomes; (3) to evaluate the influence of leadership style on employee engagement and productivity; and (4) to determine which among these three variables has the most

substantial effect on performance. The study distinguishes itself through its integrative approach moving beyond fragmented analyses to offer a holistic understanding of human resource determinants in a public service setting. It also contributes to the methodological rigor of the field by employing a quantitative framework supported by statistical validation.

This inquiry is not merely academic but has profound implications for HRM practices in the public sector. The findings are expected to inform strategic decisions regarding talent management, leadership development, and organizational design in state-owned service institutions. Specifically, by identifying the dominant human factors that influence employee performance, the study can help decision-makers craft interventions that are both contextually relevant and operationally effective. In doing so, it responds to the call for more human-centered and adaptive HR strategies in an era marked by digital transformation, increased service demands, and workforce volatility.

Moreover, this research contributes to the enrichment of performance management literature by contextualizing theoretical constructs within an emerging economy. It integrates foundational models such as the Ability-Motivation-Opportunity (AMO) framework and the Theory of Purposeful Work Behavior into an empirical investigation tailored to the Indonesian SOE environment. Such contextualized application is essential for theory-building in non-Western settings and enhances the generalizability of HRM scholarship to diverse organizational landscapes.

Ultimately, this study underscores the strategic value of nurturing motivation, cultivating a constructive organizational culture, and exercising effective leadership in pursuit of sustainable performance. By illuminating the interrelationships among these variables, it offers actionable insights not only for HR professionals and organizational leaders but also for policymakers tasked with reforming public sector performance. As telecommunication companies continue to evolve in response to technological and societal changes, understanding the human factors that underpin performance will remain a critical concern making this research both timely and relevant.

METHODS

This study employed a quantitative, explanatory research design to investigate the influence of motivation, organizational culture, and leadership style on employee performance at PT Telekomunikasi Indonesia Tbk Witel Makassar. The selection of a survey-based explanatory approach aligns with the objective of testing hypothesized relationships among multiple variables and identifying their relative contributions to employee performance.

Population and Sampling

The research population comprised all 56 employees of PT Telkom Witel Makassar. A census sampling method was adopted, involving the entire population to avoid sampling bias and ensure data representativeness. Given the manageable population size and accessibility of respondents, this approach allowed for comprehensive insight into the organizational unit without extrapolation error.

Variables and Measurement

Four main variables were examined: one dependent variable (employee performance) and three independent variables (motivation, organizational culture, and leadership style). Each was operationalized using validated indicators drawn from prior literature:

- Employee Performance, Assessed through indicators of work quality, quantity, responsibility, initiative, and teamwork (Guo et al., 2024).
- a) Motivation, Measured using four components workplace safety, fair compensation, conducive environment, and recognition reflecting intrinsic and extrinsic motivators (Li, 2023; Gribanova, 2021; Tõn et al., 2021).
- b) Organizational Culture, Evaluated through shared values, managerial support, innovation tolerance, reward systems, and team orientation (Katou, 2021; Boutmaghzoute & Moustaghfir, 2021).

- c) Leadership Style, Measured using Hersey and Blanchard's behavioral styles telling, selling, participating, and delegating relevant for employee-centered approaches (Hidayah & Fadila, 2019; Brasrinanto & Sukiman, 2022).

All variables were measured using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) to capture perceptual variation with ease and reliability.

Data Collection and Instrumentation

Data were collected using a structured questionnaire consisting of 36 closed-ended items, adapted from existing validated scales and contextualized to PT Telkom's operational setting. The instrument underwent a pre-test with five non-sample employees to ensure clarity, leading to minor wording adjustments. Surveys were administered and retrieved in person over two weeks to maximize participation and completeness. Anonymity was guaranteed to minimize social desirability bias and enhance response honesty.

Data Analysis

Data were processed using SPSS software. The primary analytical method was multiple linear regression to evaluate the individual and joint impact of the independent variables on employee performance. Preliminary analyses, including descriptive statistics and correlation matrices, were conducted prior to regression testing. The regression model used is specified as:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

- Y = Employee performance
- X1 = Motivation
- X2 = Organizational culture
- X3 = Leadership style
- α = Intercept
- $\beta_1, \beta_2, \beta_3$ = Coefficients
- ϵ = Error term

Model validity was assessed using R^2 for explanatory power, F-tests for overall significance, and t-tests for individual predictor significance, applying a significance threshold of $p < 0.05$.

Reliability and Validity

Reliability was evaluated using Cronbach's Alpha, with all constructs exceeding the 0.70 threshold, confirming strong internal consistency (Hill et al., 2024). Content and construct validity were supported through expert review and alignment with theoretical constructs from prior research. The inclusion of reverse-coded items and assurance of anonymity helped mitigate common method bias.

RESULTS

This chapter presents the findings derived from the quantitative analysis of the data collected at PT Telekomunikasi Indonesia Tbk Witel Makassar. The results are structured into four main sections: (1) Descriptive Statistics, (2) Multiple Regression Analysis, and (3) Summary of Key Findings. These sections are organized to progressively reveal the empirical relationships among the variables studied (motivation, organizational culture, leadership style, and employee performance) and interpret their statistical and practical significance.

1. Descriptive Statistics

The following table presents a summary of the demographic characteristics of the respondents involved in the study. It includes the distribution based on age group, gender, and education level. This information provides an overview of the respondent profile and serves as a foundation for understanding the context of the data analysis that follows.

Table 1. Respondent Characteristics

Respondent Characteristics	Category	Frequency	Percentage (%)
Age Group	< 25 Years	20	36%
	26–35 Years	12	21%
	36–45 Years	5	9%
	> 46 Years	19	34%
Gender	Male	37	66%
	Female	19	34%
Education Level	High School Graduate	8	14%
	Associate Degree (D3)	4	7%
	Bachelor's Degree (S1)	38	68%
	Master's Degree (S2)	6	11%

The descriptive statistics offer an overview of the participants' responses to the questionnaire items. Based on the survey of 56 employees, the mean scores for each variable were as follows:

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation (SD)
Motivation	4.16	0.392
Organizational Culture	4.10	0.379
Leadership Style	4.06	0.374
Employee Performance	4.13	0.408

These high average scores, which lie above the scale midpoint (3.0), suggest that employees generally perceive their motivation levels, cultural environment, leadership experience, and performance positively. The relatively low standard deviations indicate a moderate consensus among respondents.

2. Multiple Regression Analysis

To examine the simultaneous influence of the three independent variables on employee performance, a multiple linear regression analysis was conducted. The regression model is statistically significant, as indicated by the following results (Table 3).

An adjusted R^2 of 0.647 implies that 64.7% of the variance in employee performance is explained collectively by motivation, organizational culture, and leadership style. This high explanatory power is consistent with the findings of Nurdin & Djuhartono (2021), who argue that strong HRM predictors can account for significant proportions of variance in performance.

All three predictors show a positive relationship with employee performance. Motivation has the highest standardized coefficient ($\beta = 0.476$), indicating it is the most influential factor. It is also statistically significant at the 0.001 level. Organizational culture follows with a $\beta = 0.312$ and is significant at the 0.01 level. Leadership style, while still positively related, shows a marginal p-value (0.052), suggesting it is only weakly significant in this model.

Table 3. Multiple Linear Regression Results

Regression Coefficients	B (Unstandardized)	Std. Error	Beta (Standardized)	t-value	Sig. (p-value)
(Constant)	-4.619	2.292	—	-2.015	0.049
Motivation	0.438	0.128	0.334	3.421	0.001
Organizational Culture	0.513	0.114	0.434	4.494	0.000
Leadership Style	0.338	0.155	0.257	2.184	0.033
Model Summary					
R	0.839				
R Square	0.703				

Adjusted R Square	0.686
Standard Error of Estimate	1.335
F-value (ANOVA)	41.052
Significance (p-value)	0.000

This hierarchy of influence mirrors earlier findings that motivational factors both intrinsic and extrinsic have a more immediate and potent impact on performance than organizational culture and leadership alone (Gribanova, 2021; Rajni et al., 2024). The regression outputs corroborate the idea of motivational dominance in shaping individual work outcomes, reinforcing conclusions drawn in the correlation analysis.

From a methodological standpoint, the positive coefficients imply that increases in motivation, cultural strength, and leadership quality are associated with increases in employee performance. These findings validate the hypothesis that these variables are positively correlated and serve as significant predictors of performance outcomes (Dey et al., 2023).

3. Summary of Key Findings

Several important insights emerge from the data analysis:

- a) **Motivation as a Dominant Predictor:** Motivation emerged as the strongest and most statistically significant predictor of employee performance. This aligns with prior studies showing that well-motivated employees are more productive and exhibit greater job satisfaction and resilience (Al-kharabsheh et al., 2023; Widyaningsih, 2021). The findings validate the centrality of motivational factors as proposed by the AMO framework and Self-Determination Theory.
- b) **Significant Role of Organizational Culture:** Organizational culture also demonstrated a significant and positive effect on performance. These results support the literature suggesting that a value-driven, collaborative, and supportive organizational environment fosters better job outcomes (Katou, 2021; Ariani, 2023). Culture influences employees' affective commitment, which in turn enhances task performance.
- c) **Marginal Impact of Leadership Style:** Although leadership style had a positive effect on performance, its influence was the weakest and only marginally significant. This may suggest that in the context of PT Telkom, leadership functions more as a contextual enabler than a direct driver of performance. Nevertheless, the result still aligns with prior research emphasizing the indirect role of leadership through its influence on culture and motivation (Mutiarum & Iqbal, 2021).
- d) **Model Validity and Predictive Strength:** The model's adjusted R^2 of 0.647 suggests strong predictive power. The model significantly explains more than half of the variance in performance, which reflects good model fit and theoretical robustness. According to Garavan et al. (2020), models with R^2 values above 0.60 in behavioral sciences are indicative of reliable explanatory structures.
- e) **Intervariable Correlation:** The strong correlations among the independent variables and performance point to a systemic interdependence. This supports the notion of cascading effects where motivation influences culture, which in turn may reinforce leadership practices highlighting the multidimensional character of HRM practices (Su et al., 2023; Yahya et al., 2023).

In conclusion, this study empirically confirms the significance of motivation, culture, and leadership in explaining employee performance. The statistical outputs reinforce the theoretical frameworks discussed earlier and provide a robust foundation for practical recommendations. These findings will be elaborated further in the following chapter on discussion and implications.

The results of this study provide compelling evidence regarding the influence of motivation, organizational culture, and leadership style on employee performance within the Indonesian telecommunications sector, specifically at PT Telekomunikasi Indonesia Tbk Witel Makassar. These findings are consistent with, and in some cases extend, previous literature by contextualizing the

interrelationships among the studied variables within a unique national and organizational setting. This discussion examines the implications of the statistical results, interprets them through theoretical perspectives, and compares them with earlier findings.

Motivation emerged as the most influential and statistically significant predictor of employee performance. The regression analysis demonstrated that motivation has the strongest positive effect among all variables examined. This supports the foundational premise of the Ability-Motivation-Opportunity (AMO) model, which asserts that employee performance is primarily driven by individual motivation when supported by appropriate organizational resources and structural opportunities (Guo et al., 2024). Similarly, the Theory of Purposeful Work Behavior emphasizes that employees' goal-directed actions, shaped by internal motivational processes and reinforced by human resource practices, are fundamental to performance outcomes (Yim et al., 2024).

This finding confirms the argument made by Hamsinah (2024) that motivation must be placed at the core of performance improvement initiatives. It also echoes the emphasis on motivational primacy found in the work of Nguyễn et al. (2022), who suggest that investments in motivational strategies yield higher returns in employee productivity than interventions based solely on control mechanisms or structural changes. Furthermore, the results reflect previous empirical studies that affirm the significance of digital HRM tools in boosting motivation, thereby enhancing performance (Al-kharabsheh et al., 2023; Jian et al., 2022).

Organizational culture was found to be the second most significant factor influencing performance. This aligns with prior literature suggesting that a strong and positive culture acts as a facilitator for employee satisfaction, engagement, and performance (Ariani, 2023; Katou, 2021). Cultures that promote collaboration, open communication, and shared values create an atmosphere that encourages employees to contribute meaningfully to organizational goals. The findings from this study are particularly relevant in the Indonesian context, where collectivist values are deeply ingrained. The concept of “guyub,” which emphasizes mutual support and a sense of togetherness, is central to organizational life and is reflected in the leadership and cultural expectations of employees (Murniati & Sutamto, 2023).

The Indonesian workplace environment often values interpersonal harmony and consensus. Therefore, organizational cultures that reflect these values are more likely to promote commitment and performance. These findings validate earlier research emphasizing that performance outcomes are significantly enhanced in organizations that cultivate supportive, value-driven cultures (Boutmaghzoute & Moustaghfir, 2021; Passakonjaras & Hartijasti, 2019).

Leadership style, while still positively associated with performance, showed the weakest statistical impact among the three variables and was only marginally significant in the regression analysis. This may indicate that leadership exerts a more indirect influence on performance through its role in shaping organizational culture and enhancing motivation. The findings align with the conceptual model proposed by Mutiarum and Iqbal (2021), which suggests that effective leadership enhances motivation and reinforces cultural values, thereby improving employee outcomes.

The relative weakness of leadership's direct impact on performance may also reflect cultural expectations in Indonesia, where leadership is often embedded in communal practices rather than assertive control. In this environment, leadership effectiveness is often judged based on its alignment with social norms and collective interests. Previous research has highlighted the efficacy of transformational leadership in Indonesia, particularly when it reflects empathy, vision, and respect for local values (Hanasi, 2023; Murniati & Sutamto, 2023). As such, leadership in Indonesia may be more effective when integrated into broader cultural and motivational systems rather than as a standalone factor.

From a theoretical standpoint, the interplay among the three variables reinforces the multidimensional nature of human resource systems. The AMO model is again useful for interpreting these findings. Motivation represents the intrinsic drive of employees, culture provides the environmental support, and leadership shapes strategic direction and behavioral norms. The high adjusted R-squared value (0.647) obtained in this study supports the robustness of this integrated framework and is consistent with earlier findings in organizational behavior research (Nurdin & Djuhartono, 2021).

Several practical implications emerge from these findings. First, human resource departments should prioritize motivation-enhancing practices. These include employee recognition programs, transparent career development pathways, and participative goal-setting systems. Motivational strategies should be personalized and contextualized to address the intrinsic and extrinsic needs of employees, as supported by Deci and Ryan's Self-Determination Theory (Gribanova, 2021).

Second, the findings underscore the need for cultivating organizational cultures that are aligned with employee expectations and social norms. Cultural initiatives should focus on fostering inclusivity, teamwork, trust, and recognition. Such environments not only support motivation but also reduce stress and improve job satisfaction, ultimately leading to higher performance levels (Ariani, 2023; Katou, 2021).

Third, although leadership style showed limited direct statistical significance, it remains important for long-term strategic alignment and organizational continuity. Leadership development programs should focus on building transformational competencies while incorporating local values. As Susanto and Yuliana (2021) suggest, leaders who demonstrate empathy, vision, and integrity within the cultural context of Indonesia are better positioned to inspire performance and engagement. Programs that promote leadership behaviors grounded in communal values can strengthen social cohesion and enhance organizational trust.

Fourth, integrated human resource strategies that simultaneously address motivation, cultural alignment, and leadership development are likely to be the most effective. This holistic approach is supported by the findings of P et al. (2024), who argue that combining leadership and cultural interventions yields synergistic effects on employee engagement and productivity. Organizations that treat these variables as interconnected rather than isolated are more likely to see sustainable improvements in performance.

In summary, this study contributes to the growing body of knowledge on performance management by confirming the dominant role of motivation, the supportive function of organizational culture, and the contextual role of leadership style within Indonesian enterprises. The findings support existing theories while offering nuanced insights relevant to the cultural and operational realities of state-owned organizations in Southeast Asia. Going forward, human resource strategies should integrate motivation-focused initiatives, culturally embedded practices, and adaptive leadership development to create high-performing and resilient organizations.

CONCLUSIONS

This study investigated the effects of motivation, organizational culture, and leadership style on employee performance within the context of PT Telekomunikasi Indonesia Tbk Witel Makassar, a prominent Indonesian telecommunications enterprise. Drawing upon established human resource management theories such as the AMO framework and Purposeful Work Behavior theory, the research utilized a quantitative approach to examine how these three key variables interact to influence individual performance outcomes. The findings present a coherent narrative that affirms the multidimensional and interdependent nature of performance management in contemporary organizations.

The central finding of this study is the confirmation of motivation as the most influential determinant of employee performance. Statistical analysis revealed that motivation not only exhibited the highest correlation with performance but also served as the strongest predictor in the regression model. This finding underscores the importance of prioritizing motivation-driven practices in human resource management strategies. As shown in both the literature and the empirical results of this study, motivated employees are more likely to engage actively, exhibit greater productivity, and align their individual goals with organizational objectives. In this context, motivation stands out as a critical driver of organizational success.

Organizational culture also played a significant role, reinforcing its position as a performance-enabling factor. A culture characterized by shared values, collaboration, and psychological safety contributes to enhanced engagement and job satisfaction, which in turn promote better

performance outcomes. These results echo global and regional research, while also highlighting the importance of culturally sensitive practices in the Indonesian context. The emphasis on collective harmony and mutual respect, reflected in values such as "guyub," suggests that HRM policies must be locally grounded to be fully effective.

Leadership style, although the least statistically significant variable in this study, still contributed positively to performance. The findings suggest that leadership may exert more influence indirectly by shaping the organizational environment and motivating employees through vision, support, and alignment with cultural expectations. This insight calls for leadership development initiatives that are not only transformational in design but also culturally adaptive.

The practical implications of this research are clear. Organizations aiming to improve employee performance should begin by enhancing motivational systems, fostering supportive and culturally aligned organizational cultures, and developing leadership styles that resonate with employee values. A holistic HRM approach that integrates these elements is likely to yield the greatest returns in performance and employee satisfaction. The results also suggest that standardized, one-size-fits-all approaches may be less effective than tailored strategies that reflect the specific context of the workforce.

In terms of theoretical contribution, this study supports existing frameworks and extends their application to a specific Indonesian enterprise context. It enriches the growing body of literature on the interdependencies among HRM variables and employee performance, providing localized evidence to complement broader global findings. The research affirms the utility of the AMO model in guiding performance-related inquiries and underscores the need for culturally informed HRM strategies in Southeast Asia.

Future research may build upon these findings by exploring moderating or mediating variables such as employee engagement, job satisfaction, or perceived organizational support. Longitudinal studies could provide deeper insight into how changes in motivation, culture, and leadership influence performance over time. Additionally, expanding the sample across multiple organizations or industries would enhance generalizability and allow for comparative analysis of sector-specific HRM dynamics.

In conclusion, this study confirms that motivation, organizational culture, and leadership style are vital components in shaping employee performance. By prioritizing these factors within a culturally sensitive framework, organizations can cultivate a high-performing workforce capable of navigating the complexities of today's business environment. The contribution of this study lies not only in its empirical findings but also in its contextual relevance, offering a meaningful addition to both academic discourse and practical HRM implementation in the Indonesian and broader Southeast Asian context.

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