

Conceptual Framework of Synergy Leadership Style and Organizational Culture on Human Resource Performance in Indonesia

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ABSTRAK

Penelitian ini mengkaji pengaruh sinergi, gaya kepemimpinan, dan budaya organisasi terhadap kinerja sumber daya manusia di Indonesia. Dengan menggunakan desain penelitian kuantitatif, data dikumpulkan dari 150 responden di berbagai organisasi melalui kuesioner terstruktur yang diukur pada skala Likert lima poin. Data dianalisis menggunakan SPSS versi 25, menggunakan statistik deskriptif, uji keandalan dan validitas, analisis korelasi, dan regresi berganda. Hasil penelitian mengungkapkan bahwa gaya kepemimpinan sinergi dan budaya organisasi berdampak signifikan dan positif terhadap kinerja sumber daya manusia. Secara khusus, budaya organisasi muncul sebagai prediktor yang lebih kuat dibandingkan dengan gaya kepemimpinan, menekankan peran vitalnya dalam membentuk perilaku karyawan dan hasil kinerja. Studi ini berkontribusi pada literatur dengan memberikan bukti empiris tentang interaksi antara kepemimpinan dan budaya dalam konteks Indonesia, menyoroti kepentingan gabungan mereka dalam meningkatkan produktivitas karyawan, inovasi, dan keberlanjutan organisasi. Implikasi praktis menunjukkan bahwa para pemimpin dan pembuat kebijakan harus menumbuhkan praktik kepemimpinan sinergis di samping menumbuhkan budaya organisasi yang kuat untuk mencapai keunggulan kinerja jangka panjang.

ABSTRACT

This study examines the influence of synergy leadership style and organizational culture on human resource performance in Indonesia. Using a quantitative research design, data were collected from 150 respondents across various organizations through a structured questionnaire measured on a five-point Likert scale. The data were analyzed using SPSS version 25, employing descriptive statistics, reliability and validity tests, correlation analysis, and multiple regression. The results reveal that both synergy leadership style and organizational culture significantly and positively affect human resource performance. Specifically, organizational culture emerged as the stronger predictor compared to leadership style, emphasizing its vital role in shaping employee behavior and performance outcomes. The study contributes to the literature by providing empirical evidence on the interaction between leadership and culture in the Indonesian context, highlighting their combined importance in enhancing employee productivity, innovation, and organizational sustainability. Practical implications suggest that leaders and policymakers should

foster synergistic leadership practices alongside cultivating a strong organizational culture to achieve long-term performance excellence.

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1. INTRODUCTION

In today's highly competitive organizational environment, human resource performance is a crucial determinant of organizational success, as human capital is widely regarded as one of the most valuable assets that drive innovation, productivity, and long-term sustainability. In Indonesia, where diverse organizational structures and cultural values shape management practices, the performance of human resources has become a central focus for both scholars and practitioners. Enhancing employee performance requires not only technical skills and competencies but also effective leadership and organizational culture that align with strategic objectives, as human resource performance is a pivotal factor in organizational success. Effective human resource management (HRM) not only enhances technical skills and competencies but also ensures that leadership and organizational culture are in harmony with strategic goals, which is crucial for driving innovation, productivity, and sustainability. Compensation, for example, is a significant determinant of employee performance; a study involving prosecutors in East Java found that compensation had a dominant positive effect on performance, suggesting that improving compensation practices can enhance employee output (Sucipto et al., 2024). Similarly, in the government sector, human resource capital significantly impacts performance, contributing 87.80% when combined with organizational and relationship capital, underscoring the importance of investing in human capital to achieve organizational success (Riadi & Coenraad, 2024). Moreover, strategic HR leadership positively influences employee performance and organizational success, as evident in PT. Garuda Indonesia, where strategic HR practices have been shown to improve outcomes by enhancing employee performance (Sahoo et al., 2011). While direct effects on organizational success may be limited, people management has a significant impact on employee performance, which in turn drives overall organizational achievement (Sahoo et al., 2011). However, Indonesia's HR landscape faces challenges such as cultural and technological integration, as its diverse workforce and dynamic economy create unique demands in talent acquisition and retention, requiring technology integration in HR practices to adapt to globalization and enhance organizational performance (Kasbuntoro, 2022). Cultural nuances further play a critical role in shaping HR management strategies, compelling Indonesian companies to adopt integrated HR strategies that align with global trends while remaining sensitive to local cultural contexts (Kasbuntoro, 2022).

Leadership style has long been recognized as a key factor influencing individual and organizational performance, with synergy leadership emerging as an approach that emphasizes collaboration, inclusiveness, and the integration of diverse perspectives to achieve collective goals. Unlike traditional leadership styles that prioritize authority and control, synergy leadership promotes shared responsibility, participatory decision-making, and mutual respect, thereby

inspiring employees, strengthening motivation, and fostering a sense of belonging that ultimately enhances human resource performance. By cultivating a collaborative work culture, synergy leadership enables leaders to work closely with their teams, respect diverse roles and authorities, and establish a shared vision and mission (Lizardo et al., 2024). Similar to transformational leadership, which has been shown to significantly improve organizational performance by increasing employee motivation and engagement (Azzahra et al., 2024), synergy leadership also interacts with human resource management strategies—such as development and motivational initiatives—to further enhance organizational outcomes (Wang et al., 2010). Moreover, effective diversity management practices, integral to synergy leadership, contribute to performance benefits including improved decision-making, problem-solving, creativity, and innovation, provided these practices are embedded within comprehensive strategies that incorporate both formal and informal diversity-supporting actions (Van Knippenberg et al., 2020). Participatory leadership, characterized by delegating authority and fostering human relationships, further strengthens human resource management practices, reinforcing the advantages of synergy leadership in driving organizational performance (2021, سلمان).

Organizational culture significantly influences employee behavior and work outcomes, particularly in the Indonesian context where collectivist values and hierarchical respect are deeply embedded, and when well-managed, it can enhance human resource performance by fostering trust, collaboration, and innovation while aligning personal and organizational goals to improve productivity. Studies indicate that a strong culture characterized by shared values and norms directly and positively impacts employee behavior and performance (Fadillah et al., 2023; Zuhri et al., 2022), and in Indonesia, mutual cooperation and respect for authority further strengthen workplace harmony and collective productivity (Kadarmanta, 2024). Leadership style and the quality of human resources are also critical in shaping organizational culture, with effective leadership that reflects cultural values motivating employees and improving outcomes (Zuhri et al., 2022), while high-quality human resources combined with supportive cultural environments drive stronger performance, especially in sectors navigating digital transformation where adaptability and innovation are essential (Arifiani & Mardiani, 2023). Moreover, organizational culture functions as a mediating variable in organizational relationships, shaping how employees interact and make decisions, and when managed effectively, it creates a more productive, cohesive, and adaptable work environment (Erkutlu, 2011).

The interaction between leadership style and organizational culture significantly impacts human resource performance, as evidenced by multiple studies in Indonesia that emphasize these variables do not operate in isolation but rather synergistically enhance employee outcomes, with organizational commitment often acting as a mediating factor that amplifies their positive effects. Empirical findings show that leadership style has a strong influence on employee performance, such as at PT. Victory Retalindo where it had a significant effect with a significance value of 0.007 (Julianingsih & Nisawati, 2023), and at PT. Radio Panjalu Raya where leadership style, together with organizational culture, significantly shaped employee performance (Erizka et al., 2023). Organizational culture also consistently emerges as a critical factor, demonstrated in PT. Multi Teknik Telaga Indonesia where it positively and significantly influenced performance (Yulia & Rakhmanita, 2023). as well as at the Gracia Medan Education Foundation where both culture and leadership style jointly enhanced performance (Rifaldi & Gracia, 2024). The synergistic effect of these factors is further evident in PT. PLN (Persero) UP3 Merauke, where leadership style and organizational culture influenced organizational commitment, which in turn improved performance (Purnomo et al., 2020) and in PT. Victory Retalindo where leadership style, culture, and organizational commitment collectively explained 87.7% of the variance in employee performance (Julianingsih & Nisawati, 2023).

This study aims to fill that gap by developing a conceptual framework to analyze the impact of synergy leadership style and organizational culture on human resource performance in Indonesia. Using a quantitative approach with 150 respondents, data were collected through a Likert scale

questionnaire and analyzed with SPSS version 25. The findings are expected to contribute to the literature by offering insights into how leadership and culture jointly affect human resource performance. Moreover, the study provides practical recommendations for leaders and policymakers in Indonesia to design strategies that foster sustainable employee performance through effective leadership and cultural alignment.

2. LITERATURE REVIEW

2.1 Synergy Leadership Style

Synergy leadership, characterized by inclusiveness, shared responsibility, and integrative problem-solving, is increasingly recognized as essential for enhancing organizational effectiveness and employee performance because it contrasts with transactional or authoritarian approaches by fostering empowerment, participatory decision-making, and a culture of mutual trust and collective creativity. This leadership style has been shown to significantly drive sustainable human resource performance, aligning with findings that transformational and participative leadership positively impact motivation and performance, making synergy leadership a key driver of sustainable success in modern organizations (Angwarmase, 2023; Udin, 2024). By promoting a participative environment where employees feel valued and empowered to contribute to decision-making (Angwarmase, 2023), synergy leadership enhances motivation, fosters shared responsibility, and increases job satisfaction and organizational commitment, which in turn improve overall job performance (Reyaz, 2024). Moreover, by integrating diverse perspectives and encouraging collaborative problem-solving, synergy leadership supports sustainable organizational performance (Udin, 2024) and aligns closely with transformational leadership as a driver of adaptability and responsiveness to organizational change (Udin, 2024). Unlike transactional leadership, which depends on authority and control, synergy leadership empowers employees and boosts motivation and satisfaction (Reyaz, 2024), and unlike authoritarian approaches, it emphasizes inclusiveness and collaboration, which are increasingly crucial for organizational dynamics in contemporary contexts (Husain et al., 2022).

2.2 Organizational Culture

Organizational culture significantly influences employee performance and organizational success by shaping behaviors, decision-making, and interaction norms, with the Competing Values Framework by Cameron and Quinn categorizing it into clan, adhocracy, market, and hierarchy cultures, each affecting performance differently. In the Indonesian context, the collectivist orientation aligns strongly with clan culture, which emphasizes teamwork, cohesion, and loyalty, thereby promoting harmony and employee satisfaction (Akpa et al., 2021; Zhang & Zhu, 2012). although studies suggest that while clan culture fosters internal cohesion, it may not substantially enhance performance in competitive environments due to its internal focus limiting adaptability (Akpa et al., 2021; Zhang & Zhu, 2012). In contrast, adhocracy culture, which encourages innovation, flexibility, and creativity, positively impacts performance by enabling rapid adaptation and continuous learning, making it especially beneficial in dynamic industries (Akpa et al., 2021; Zhang & Zhu, 2012). Similarly, market culture, with its emphasis on competitiveness and goal achievement, drives productivity and results by fostering a performance-oriented environment, though it may sometimes compromise work-life balance (Akpa et al., 2021; Zhang & Zhu, 2012). Meanwhile, hierarchy culture, which relies on formal structures and rigid control, often stifles innovation and negatively influences performance due to its bureaucratic tendencies (Akpa et al., 2021; Zhang & Zhu, 2012).

2.3 Human Resource Performance

Human resource performance is a critical component in achieving organizational objectives, encompassing productivity, work quality, timeliness, and innovation, as effective performance ensures optimal resource utilization and goal attainment. Leadership style and organizational culture play pivotal roles in shaping employee motivation, creativity, and commitment, with

transformational leadership shown to significantly enhance performance by inspiring motivation, fostering innovation, and empowering employees through clear vision and individualized support (Sihite et al., 2024), while supportive leadership is directly linked to higher motivation and creativity (Parawansah & Sudarmiatin, 2024; Widodo, 2022). Likewise, a strong organizational culture that promotes collaboration, innovation, and continuous learning fosters greater engagement and productivity (Sihite et al., 2024), and cultures that align with employee values enhance job satisfaction, which in turn boosts performance (Ratnasari et al., 2020). Moreover, the synergy between transformational leadership and positive organizational culture amplifies employee outcomes by encouraging creativity, teamwork, and stronger commitment to organizational goals (Sihite et al., 2024), with job satisfaction serving as a mediating factor that underscores the importance of a supportive work environment in driving sustainable performance (Ratnasari et al., 2020).

2.4 Hypotheses Development

Based on the theoretical foundation and empirical studies, this research proposes a conceptual framework that examines the influence of synergy leadership style and organizational culture on human resource performance in Indonesia. The framework assumes that both independent variables have significant positive effects on the dependent variable.

H1: Synergy leadership style has a significant positive effect on human resource performance.

3. METODE PENELITIAN

This study employs a quantitative research design to analyze the influence of synergy leadership style and organizational culture on human resource performance in Indonesia. A quantitative approach is considered appropriate because it enables statistical testing of hypotheses and the measurement of relationships between variables using numerical data (Creswell, 2018). The primary data collection method was a structured survey questionnaire distributed to employees across different organizations. The research population comprised employees from various sectors, including services, manufacturing, and trade. Given the large and diverse population, purposive sampling was applied to select respondents with at least one year of work experience and sufficient understanding of organizational culture and leadership practices in their workplace. In total, 150 valid responses were collected, exceeding the minimum requirement for regression analysis and reliability testing (Hair et al., 2019), and thus considered adequate for statistical analysis using SPSS.

The study focuses on two independent variables and one dependent variable. Synergy leadership style (X1) is defined as a leadership approach emphasizing collaboration, inclusiveness, and the integration of diverse perspectives to achieve collective goals, with indicators including participatory decision-making, shared responsibility, trust-building, and encouragement of innovation. Organizational culture (X2) is defined as the shared values, beliefs, and norms that guide employee behavior and organizational practices, measured through indicators such as teamwork, adaptability, goal orientation, and consistency of values. The dependent variable, human resource performance (Y), is defined as the contribution of employees to achieving organizational objectives, measured in terms of productivity, quality of work, timeliness, and innovation. The structured questionnaire was developed based on established indicators from prior studies and measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The instrument was divided into three sections: demographic information, synergy leadership style, organizational culture, and human resource performance.

The questionnaires were distributed both physically and electronically, ensuring wider reach across organizations in Indonesia. To encourage honest responses, participants were assured of confidentiality and anonymity. Of the 170 questionnaires distributed, 150 were returned and deemed valid, yielding a response rate of approximately 88%. Data analysis was conducted using SPSS version 25 with several statistical techniques applied. Descriptive statistics summarized demographic characteristics and provided an overview of responses for each variable. Validity and

reliability tests were conducted to ensure accuracy and consistency of measurement, with Cronbach's alpha values above 0.70 considered acceptable (Nunnally & Bernstein, 1994). Correlation analysis was performed to examine the strength and direction of relationships between variables, and regression analysis was employed to test the research hypotheses and determine the effects of synergy leadership style (X1) and organizational culture (X2) on human resource performance (Y).

4. HASIL DAN PEMBAHASAN

4.1 Descriptive Findings

The demographic characteristics of the 150 respondents reveal that 60% were male and 40% were female. In terms of age distribution, the largest group was respondents aged 26–35 years (45.3%), followed by those aged 36–45 years (32%), under 25 years (15.3%), and above 45 years (7.4%). Educational background shows that the majority held a bachelor's degree (52%), while 28% had a diploma and 20% possessed a master's degree or doctorate. These demographics suggest that the sample largely represents a relatively young and educated workforce with diverse academic qualifications.

Descriptive statistics for the key research variables indicate that synergy leadership style scored a mean of 4.08, organizational culture scored 4.15, and human resource performance scored 4.12. With standard deviations ranging between 0.57 and 0.61, all three variables fall into the "high" category, suggesting that respondents generally perceived strong synergy leadership practices, a supportive organizational culture, and high levels of human resource performance within their respective organizations. This consistency across variables highlights the interconnectedness of leadership, culture, and employee performance in the Indonesian organizational context.

4.2 Reliability and Validity Results

To ensure the quality of the research instrument, validity and reliability tests were conducted. Pearson correlation coefficients for all items were above 0.30 ($p < 0.05$), confirming item validity. Reliability was measured using Cronbach's Alpha, with results exceeding the acceptable threshold of 0.70 (see Table 1).

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Result
Synergy Leadership Style	0.872	Reliable
Organizational Culture	0.884	Reliable
Human Resource Performance	0.861	Reliable

Source: Results processing data (2025)

These results confirm that the measurement instruments were both valid and reliable for further analysis, as indicated by the Cronbach's Alpha values of 0.872 for synergy leadership style, 0.884 for organizational culture, and 0.861 for human resource performance, all of which exceed the accepted threshold of 0.70 (Nunnally & Bernstein, 1994). This demonstrates that the instruments used are consistent and dependable in capturing the intended constructs, with questionnaire items showing strong internal consistency and reflecting stable and coherent responses across indicators. Such reliability is crucial for ensuring the accuracy of subsequent statistical analyses, including correlation and regression, as it minimizes measurement error and strengthens confidence in interpreting the results. Overall, the high reliability values affirm that the scales applied in this study are appropriate for analyzing the relationships between leadership style, organizational culture, and human resource performance in the Indonesian organizational context.

4.3 Correlation Analysis

Correlation analysis was conducted to examine the relationship between synergy leadership style, organizational culture, and human resource performance. The results in Table 2 indicate that both independent variables are significantly and positively correlated with human resource performance.

Table 2. Correlation Matrix

Variables	1	2	3
Synergy Leadership Style	1	0.612**	0.645**
Organizational Culture	0.612**	1	0.672**
Human Resource Performance	0.645**	0.672**	1

Source: Results processing data (2025)

Note: ** Correlation is significant at the 0.01 level.

The results show moderate-to-strong positive correlations, indicating that higher synergy leadership and stronger organizational culture are associated with better human resource performance. Specifically, synergy leadership style demonstrates a strong positive correlation with organizational culture ($r = 0.612$, $p < 0.01$), suggesting that inclusive and collaborative leadership practices are closely linked to the development of supportive and adaptive organizational values. Likewise, synergy leadership style is positively correlated with human resource performance ($r = 0.645$, $p < 0.01$), showing that leadership emphasizing shared responsibility, participatory decision-making, and inclusiveness directly enhances outcomes such as productivity, innovation, and timeliness. Organizational culture also displays a strong positive correlation with human resource performance ($r = 0.672$, $p < 0.01$), reinforcing the idea that a cohesive and adaptable culture improves job satisfaction and motivates employees to perform at higher levels. These consistent results highlight the synergistic role of leadership and culture in shaping performance, suggesting that they are not only individually significant but also mutually reinforcing in influencing employee outcomes. Thus, organizations in Indonesia should focus on cultivating both effective leadership and supportive cultures as complementary strategies to optimize workforce performance and achieve sustainable organizational success.

4.4 Regression Analysis and Hypotheses Testing

Multiple regression analysis was used to test the hypotheses. The results are shown in Table 3.

Table 3. Regression Analysis Results

Variable	Beta (β)	t-value	Sig.	Result
Synergy Leadership Style	0.348	4.921	0.000	Supported (H1)
Organizational Culture	0.412	5.736	0.000	Supported (H2)

Source: Results processing data (2025)

The regression analysis results indicate that both synergy leadership style and organizational culture significantly and positively influence human resource performance. The model yielded an R^2 value of 0.586, which means that 58.6% of the variance in human resource performance can be explained by these two independent variables. This demonstrates that leadership style and organizational culture together provide a substantial contribution to enhancing employee outcomes, reflecting the importance of managerial and cultural dimensions in shaping organizational effectiveness.

Further, the hypothesis testing confirms that both proposed hypotheses are supported. Synergy leadership style (H1) has a positive and significant effect on human resource performance ($\beta = 0.348$, $p < 0.001$), indicating that inclusive leadership practices such as participatory decision-making and shared responsibility directly improve employee productivity and innovation. Similarly, organizational culture (H2) also shows a positive and significant effect ($\beta = 0.412$, $p < 0.001$), highlighting that a cohesive and adaptive organizational environment enhances employee motivation, job satisfaction, and overall performance. These findings emphasize the need for

organizations to strengthen leadership practices and cultivate supportive cultures as complementary strategies for optimizing workforce performance.

4.5 Discussion

The findings of this study confirm that synergy leadership style and organizational culture play critical roles in enhancing human resource performance in Indonesia, with the positive influence of synergy leadership supporting earlier studies that highlight the value of inclusive and collaborative leadership in motivating employees and improving outcomes. Shared leadership significantly boosts employee motivation by fostering job satisfaction, engagement, and organizational commitment, while also mediating performance improvements through creativity and commitment (Coun et al., 2019; Wulandari & Putriyanti, 2020). Similarly, collaborative leadership has been shown to strengthen organizational performance by promoting knowledge dissemination, cooperation, and shared goals essential for achieving sustainable competitive advantage (Maalouf, 2019). Moreover, the synergy between competence and leadership is vital for enhancing employee motivation, commitment, and performance, where effective leadership coupled with strong competencies can overcome organizational challenges and drive better results, underscoring the need for training and development programs that enhance both leadership skills and competencies (Isbat et al., 2024). By promoting shared responsibility, participatory decision-making, and inclusiveness, synergy leadership fosters employee engagement, creativity, and commitment to organizational goals, ultimately leading to improved individual and organizational performance.

Similarly, organizational culture was found to be a stronger predictor of performance compared to leadership style ($\beta = 0.412$ vs. 0.348). This aligns with the assertion that organizational culture serves as a foundation for performance by shaping behavior, values, and motivation, as evidenced in various Indonesian contexts where culture strongly influences productivity and satisfaction. At the SAMSAT Sidoarjo Office, a supportive culture and positive work behaviors were found to enhance productivity and satisfaction, although excessive job loyalty could reduce efficiency (Nandalia & Firdaus, n.d.), while in the automotive industry, Denison's cultural model—emphasizing mission, consistency, involvement, and adaptability—proved crucial in aligning with competitive demands and strengthening organizational capabilities (Srihadi & Saragih, 2019). In Indonesia's collectivist society, values such as mutual cooperation and respect for authority foster harmony and collaboration, supporting productivity and high performance across sectors (Kadarmanta, 2024). Moreover, job satisfaction plays a mediating role in linking culture to performance, as shown in government-owned banks where cultural alignment with employee values increased satisfaction and performance (Raintung et al., 2024). while factors such as work-life balance and motivation, shaped by cultural values, further enhance engagement and productivity (Saputra & Masdupi, 2024). Collectively, these findings confirm that strong cultural values of teamwork, trust, and hierarchy underpin a supportive environment that drives employee and organizational success in Indonesia.

The interaction between leadership and culture also reflects the view that leadership shapes culture and culture support leadership practices, forming a synergistic relationship that promotes sustainable performance. Leadership style serves as the primary vehicle for implementing organizational culture, which is crucial for realizing shared goals and values (Yuliani & Hariyati, 2024), while transformational leadership—through idealized influence and inspirational motivation—creates an environment that fosters employee motivation and creativity (Hasyim & Bakri, 2023). In turn, a strong and adaptive organizational culture encourages collaboration, innovation, and continuous learning, thereby amplifying the positive effects of transformational leadership on HR performance and innovation (Sihite et al., 2024). This interaction creates a synergy that not only directly enhances employee performance through creativity and teamwork (Sihite et al., 2024) but also indirectly through job satisfaction, which mediates the relationship between leadership, culture, and performance (Cahyati & Adelia, 2024). For practitioners, these findings

underscore the importance of developing synergy leadership styles in tandem with cultivating strong and adaptive organizational cultures to achieve optimal and sustainable outcomes.

5. CONCLUSION

The findings of this research confirm that synergy leadership style and organizational culture significantly influence human resource performance in Indonesia, with both variables showing positive and significant relationships with performance. Interestingly, organizational culture was found to have a stronger effect, indicating that while leadership is vital in providing direction and motivation, culture acts as the foundation that aligns employee behavior with organizational objectives. The adoption of a synergy leadership style—characterized by collaboration, inclusiveness, and shared responsibility—plays a key role in strengthening employee engagement and fostering innovation. At the same time, building a strong organizational culture marked by teamwork, adaptability, and consistency of values enhances employee commitment and productivity, thereby ensuring that organizational goals are effectively achieved.

The combined effect of synergy leadership and organizational culture highlights the importance for organizations in Indonesia to integrate leadership development programs with cultural transformation initiatives. For both policymakers and practitioners, these results suggest that sustainable human resource performance can only be realized by simultaneously reinforcing leadership practices and cultivating strong organizational cultures. Furthermore, future research could extend the analysis by incorporating additional contextual variables such as motivation, job satisfaction, and organizational commitment, while also utilizing longitudinal data to capture the dynamics of performance changes over time, offering a more comprehensive understanding of the long-term impact of leadership and culture on employee outcomes.

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