



The Influence of Electronic Human Resource Management, Strategic Leadership, and Work Motivation on Organizational Performance in Indonesian Army Hospitals: The Mediating Role of Organizational Culture

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Abstract

This study aims to analyze the influence of Electronic Human Resource Management (E-HRM), Strategic Leadership, and Work Motivation on the Organizational Performance of Indonesian Army hospitals, with Organizational Culture as a mediating variable. Implementing this research in the context of military hospitals is expected to enhance the performance of Indonesian Army hospitals. This study employs a quantitative approach with a non-probability sampling method, specifically purposive sampling. The analyzed unit consists of middle-to-upper-level leaders in Indonesian Army hospitals. Data were collected through a questionnaire using a Likert scale of 1–5, distributed to 278 respondents. Structural Equation Modeling (SEM) was utilized to analyze data and examine the relationships between variables, including the mediating role of Organizational Culture. The results indicate that E-HRM does not directly influence Organizational Performance but has a positive effect through Organizational Culture as a mediator. Strategic Leadership significantly and directly impacts Organizational Performance, while Work Motivation does not have a direct influence but positively affects Organizational Performance through Organizational Culture. Additionally, Organizational Culture fully mediates the positive effects of E-HRM and Work Motivation on Organizational Performance and partially mediates the relationship between Strategic Leadership and Organizational Performance. This study contributes to theory and management practices by developing a model integrating E-HRM, Strategic Leadership, and Work Motivation within the Indonesian Army hospital context. It provides insights for optimizing leadership strategies, strengthening Organizational Culture, enhancing Work Motivation, and improving the effectiveness of E-HRM implementation to achieve better Organizational Performance.

Keywords: E-HRM, Strategic Leadership, Work Motivation, Organizational Culture, Organizational Performance, Indonesian Army Hospitals

1. Introduction

The Indonesian Army Hospitals (TNI AD), as organizations currently undergoing transformation and development into public service agencies, still face several challenges in their performance, both in terms of healthcare service quality and revenue generation. This phenomenon presents an intriguing opportunity to explore further the factors influencing the organizational performance of Indonesian Army hospitals. Previous studies have identified various factors affecting organizational performance, such as human resource management, leadership, work motivation, and organizational culture. The ability of the Military Health Corps to optimize organizational performance by leveraging all available resources is crucial to achieving their goals. Adopting technology can enhance efficiency and effectiveness in operations, with Electronic Human Resource Management (E-HRM) recognized as a significant factor influencing organizational performance (Strohmeier S, Parry E, 2022). Leadership plays a fundamental role in shaping employee performance, and strategic leadership is considered a key determinant of successful organizational performance. Likewise, the work motivation of healthcare personnel is essential in enhancing the overall organizational performance of hospitals.

However, the performance of Indonesian Army hospitals in transitioning into Public Service Agencies (BLU) has not yet been fully optimized. Several factors may contribute to this issue, including unequal human resource allocation, suboptimal utilization of existing technology, and insufficient work motivation among healthcare personnel. Addressing these issues requires a comprehensive understanding of how various organizational factors influence performance outcomes. In response to this gap, this study seeks to develop a model that examines the direct

influence of E-HRM, strategic leadership, and work motivation on organizational performance while also exploring the mediating role of organizational culture in Indonesian Army hospitals.

Despite extensive research on organizational performance, a significant research gap remains. Limited studies investigate the combined impact of E-HRM, strategic leadership, and work motivation on organizational performance, with organizational culture as a mediating factor. Moreover, the critical role of E-HRM, strategic leadership, and work motivation in improving organizational performance through the mediating effect of organizational culture has not been thoroughly explored. Research gaps found from the research variables, there are few studies on the influence of E-HRM, strategic leadership, and work motivation on organizational performance mediated by organizational culture. Previous studies examined these variables separately. The second part of the research framework is the importance of E-HRM, strategic leadership, and motivation in increasing organizational performance mediated by organizational culture. Third, this study analyzes organizational culture's role as a variable mediating the influence between E-HRM, strategic leadership, and motivation on organizational performance at the Indonesian Army Hospital. Finally, research on organizational performance is generally on profit organizations, a little on public organizations, especially at the Indonesian Army Hospital.

This study also aims to analyze organizational culture as a mediator that strengthens the relationship between E-HRM, strategic leadership, and work motivation with organizational performance in the specific context of Indonesian Army hospitals. Furthermore, while previous research has predominantly focused on organizational performance in profit-oriented organizations, studies on public organizations, particularly military hospitals, remain limited. Given these gaps, this study contributes to the literature by introducing a novel framework that integrates E-HRM, strategic leadership, and work motivation with organizational culture as a mediating factor in public sector organizations such as Indonesian Army hospitals. By addressing these unexplored relationships, this research is expected to provide new insights into the role of technology adoption, leadership strategies, and motivation in enhancing the performance of military healthcare institutions.

2. Literature Review

Organizational performance has been extensively studied in management and organizational behavior literature due to its crucial role in determining the success and sustainability of institutions, including public sector organizations such as hospitals. In military healthcare institutions, achieving optimal organizational performance is essential to ensuring high-quality healthcare services while maintaining operational efficiency. The organizational behavior theory (Robbins & Judge, 2013) and strategic management theory (Hitt et al., 2007) provide a strong foundation for understanding how various factors, including human resource management, leadership, motivation, and organizational culture, influence organizational performance. These perspectives suggest that a well-structured organization with strong leadership, effective motivation strategies, and an adaptive culture will be better positioned to achieve its strategic goals.

Among the many factors influencing organizational performance, Electronic Human Resource Management (E-HRM) has emerged as a significant determinant, particularly in modern organizations seeking to enhance efficiency through digital transformation. E-HRM refers to applying information technology to automate and improve human resource management processes, including recruitment, performance appraisal, training, and employee engagement. Strohmeier (2007) states that E-HRM enables organizations to streamline administrative tasks, improve decision-making through data-driven insights, and foster a more agile HRM system. Prior research has demonstrated a positive correlation between E-HRM adoption and enhanced employee productivity, organizational efficiency, and overall performance (Wege, Li, & Ittrich, 2019). However, the success of E-HRM implementation is highly dependent on how well it is integrated into the organizational structure and culture. In cases where employees resist technological change, the potential benefits of E-HRM may not be fully realized. Given the increasing reliance on digital HRM systems, this study posits that:

H1: There is a positive effect of E-HRM on organizational performance.

Strategic leadership is another critical factor influencing organizational performance, which refers to a leader's ability to guide an organization toward its long-term objectives while maintaining adaptability in dynamic environments. Strategic leadership goes beyond traditional managerial functions, emphasizing vision-setting, resource alignment, and innovation facilitation (Boal & Hooijberg, 2001). Leaders who exhibit strategic foresight, decision-making agility, and the ability to inspire and mobilize their workforce are more likely to drive organizational success (Bass & Riggio, 2006). Empirical studies suggest that effective strategic leadership enhances employee commitment, fosters innovation, and ultimately leads to superior organizational performance (Northouse, 2018). Given the vital role of leadership in shaping an organization's strategic direction, this study proposes the following hypothesis:

H2: There is a positive effect of strategic leadership on organizational performance.

In addition to leadership, work motivation is a fundamental psychological factor that directly impacts employee engagement and performance. Work motivation is defined as the internal and external forces that drive individuals to take action, persist in their efforts, and achieve workplace goals (Vroom, 1964). Herzberg's Two-Factor Theory (1959) posits that work motivation is shaped by intrinsic motivators, such as achievement and career advancement, and extrinsic motivators, such as salary and job security. High levels of employee motivation have been associated with increased job satisfaction, reduced turnover, and improved organizational performance (Deci & Ryan, 2000). In

the healthcare sector, particularly in military hospitals, motivated personnel are more likely to provide high-quality patient care and contribute to organizational effectiveness. Therefore, this study hypothesizes:

H3: There is a positive effect of work motivation on organizational performance.

Beyond these direct influences, organizational culture is a critical mediating factor in shaping performance outcomes. Organizational culture encompasses the shared values, beliefs, and norms that define an organization's identity and influence employee behavior (Schein, 2010). A strong organizational culture fosters a sense of belonging among employees, enhances teamwork, and promotes alignment with the organization's mission and goals (Denison & Mishra, 1995). Studies have shown that organizational culture not only influences performance directly but also mediates the impact of HR practices, leadership effectiveness, and motivation strategies on organizational success (Kotter & Heskett, 1992). A positive culture creates an environment where employees are more engaged, adaptive to change, and willing to contribute to the organization's long-term objectives. Accordingly, this study proposes the following hypotheses:

H4: There is a positive effect of organizational culture on organizational performance.

H5: There is a positive effect of E-HRM on organizational culture

H6: There is a positive effect of strategic leadership on organizational culture.

H7: There is a positive effect of work motivation on organizational culture.

H8: There is a positive effect of E-HRM on organizational performance, mediated by organizational culture.

H9: There is a positive effect of strategic leadership on organizational performance, mediated by organizational culture.

H10: There is a positive effect of work motivation on organizational performance, mediated by organizational culture.

Integrating these theoretical perspectives and empirical findings underscores the complexity of factors influencing organizational performance in public sector hospitals. While prior studies have examined the independent effects of leadership, motivation, and HRM practices on performance, fewer studies have simultaneously explored these variables within the same model while considering the mediating role of organizational culture. Furthermore, existing research has predominantly focused on profit-driven organizations, leaving a gap in understanding how these relationships apply to public organizations, particularly military hospitals. This study seeks to bridge this gap by providing a comprehensive framework that examines the interconnectedness of E-HRM, strategic leadership, work motivation, and organizational performance, with organizational culture serving as a crucial mediator.

By exploring these relationships in the unique context of Indonesian Army hospitals, this study contributes to the growing body of knowledge in strategic management, human resource management, and organizational behavior. The findings are expected to provide theoretical insights and practical recommendations for military healthcare institutions striving to enhance their performance through leadership excellence, digital HRM adoption, and cultural transformation.

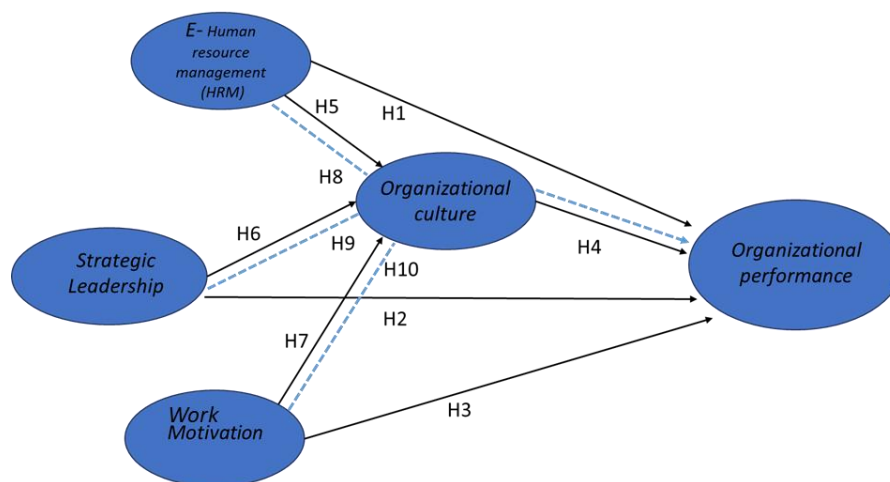


Figure 1: Conceptual framework

3. Materials and Methods

This research adopts a quantitative approach using Structural Equation Modeling (SEM). Data were collected from 278 respondents, comprising middle-to-senior-level leaders in Indonesian Army hospitals. The study employs a purposive sampling technique.

This study employs Structural Equation Modeling (SEM) to predict the relationships between variables, using SmartPLS Version 4 as the analysis software. SEM is chosen because it allows for the simultaneous examination of multiple relationships between latent variables, making it suitable for complex models involving direct and indirect effects (Hair et al., 2013). SEM is widely used in management and business research to test theoretical models with measurement errors, ensuring more robust and reliable findings (Henseler et al., 2016). Given that this study examines mediating effects and relationships between multiple constructs, SEM provides a comprehensive analytical framework that enhances the validity of the results.

4. Results and Discussion

This study successfully collected and analyzed data from 278 respondents. The descriptive data provide an overview of the respondents' demographic and professional characteristics. The majority of respondents in this study are male, and this distribution of respondents reflects the general composition of personnel in the Indonesian Army hospitals. This is due to traditional roles and the inherently masculine structure of military organizations. The majority of respondents in this study hold a bachelor's degree (S1), followed by a master's degree (S2), with the fewest holding a diploma (D3). This composition reflects the characteristics of Indonesian Army Hospital healthcare personnel, who generally have a high educational background, enabling them to possess sufficient knowledge to carry out their assigned duties. The majority of respondents in this study hold the rank of Major, followed by Lieutenant Colonel, with the fewest respondents holding the rank of Colonel. In military organizations, including Indonesian Army Hospitals, the rank of Major is often held by mid-level officers who play a crucial role in daily operations. They typically serve as department or unit heads, responsible for managing and coordinating healthcare services. The majority of respondents have a tenure of one to three years. This finding can be explained by several factors related to the dynamics of personnel systems and operational structures within the military, particularly in Indonesian Army Hospitals. One of the key factors is the rotation and reassignment system, which is a common practice in military organizations. Healthcare personnel in Indonesian Army hospitals are often assigned to various military healthcare facilities as part of a strategy to enhance their competence and experience (Nazeli & Adisasmito, 2007).

This study uses the Smart-PLS program as a statistical tool. The SmartPLS program is used as a statistical tool to process survey data, anticipate limited sample sizes, and normalize undistributed data. This data processing is to determine the form of the model, loading factors, and the significance of its latent variables. Validity is tested by assessing convergent validity from the outer model, and reliability is tested by assessing Cronbach's alpha. The analysis tool to test validity in this study is to compare the factor loading value of each statement item with the standard factor loading. The indicator is valid if the factor loading value is > 0.70 and is invalid if the factor loading is < 0.70 (Hair et al., 2019).

Table 1: Composite Reliability and Cronbach's Alpha result

Variable	FL	Composite Reliability	Cronbach's Alpha	Result
ESDM	> 0.700	0.946	0.929	Reliable
Organizational culture	> 0.700	0.922	0.894	Reliable
Organizational performance	> 0.700	0.908	0.865	Reliable
Strategic leadership	> 0.700	0.912	0.883	Reliable
Work motivation	> 0.700	0.940	0.923	Reliable

Source: SmartPLS (2024)

Table 2: Descriptive Statistics result

Variable	Indicator	mean
E-HRM	9	4.29208
Strategic leadership	12	4.4442
Work motivation	16	4.2098
Organizational culture	10	4.4453
Organizational performance	8	4.5090

Source: SmartPLS (2024)

The majority of respondents in this study were male, as many as 216 people (77.50%). This is due to the traditional role and structure of the military organization that tends to be masculine, while women have a feminine natural role. The majority of respondents in this study had a bachelor's degree, 143 people (51.10%). This composition reflects the characteristics of health workers at the Indonesian Army Hospital, who generally have a higher educational background, which allows them to have sufficient knowledge to carry out the tasks given. The majority of respondents in this study had the rank of Major, as many as 133 people (47.90%). They usually serve as heads of departments or units, responsible for managing and coordinating health services. This is based on the Regulation of the Minister of Defense Number 20 of 2014 concerning the State Defense Health System. The distribution of ranks aligns with the organizational structure and responsibilities at the Indonesian Army Hospital. The majority of respondents have a work period of between 1 and 3 years, as many as 143 people (51.40%). This finding can be explained by several factors related to the military environment's personnel dynamics and operational systems, especially in the Indonesian Army Hospital. One of the main factors is the personnel rotation and reassignment system, which is a common practice in military organizations. Health personnel in Indonesian Army Hospitals are often placed in various military health facilities as part of their competency and experience development strategy.

Based on Table 2, the average value of the variable E-HRM is 4.29208, indicating that leaders perceive the implementation of E-HRM as well-applied. The implementation of E-HRM can have a significant impact on cost and time efficiency. However, certain aspects still need to be considered, such as ease of use and system flexibility. Enhancing user training and developing a more intuitive system are key factors in optimizing the benefits of this technology within Indonesian Army Hospitals. Implementing Strategic Leadership within the organization has been well-executed, with an overall mean of 4.4442. This value reflects that most dimensions have been effectively applied, particularly in strategic decision-making and human resource competency management. Work Motivation within the organization is relatively high, with an overall mean of 4.2098. This value indicates that most employees feel motivated, primarily due to leadership support, a conducive work environment, and available career development opportunities. The level of Organizational Culture within the organization is very strong, with an overall mean of 4.4453. The organizational culture in Indonesian Army Hospitals exhibits a distinctive pattern aligned with the military environment, prioritizing strong leadership and strict adherence to regulations. The high degree of hierarchy and leadership reflects the effectiveness of the command system within the hospital. The level of Organizational Performance within the organization is very strong, with an overall mean of 4.5090. This indicates that the organization operates efficiently, primarily focusing on clear financial planning and high-quality healthcare services.

The hypothesis testing in this study examines both direct and indirect effects, with the detailed results presented in Table 3. The hypothesis testing process aims to identify and evaluate the influence of each independent variable on the dependent variable using a structured hypothesis testing procedure. According to Ghazali (2020), the bootstrapping procedure is commonly used to assess the relationship between variables. As explained by Hair et al. (2017), this method enables researchers to obtain two key statistical values: t-statistics (t-value) and probability values (p-value). A relationship coefficient is considered statistically significant if the p-value is lower than the predetermined significance level. The most commonly used significance level in quantitative research is 5% (0.05). Therefore, if the $p\text{-value} < 0.05$, the results indicate that the alternative hypothesis (H_a) is accepted and the null hypothesis (H_0) is rejected, confirming a significant effect between the independent and dependent variables. Conversely, if the $p\text{-value} \geq 0.05$, the null hypothesis (H_0) is accepted, meaning the alternative hypothesis is unsupported.

As an effort to test the direct effect of independent variables on the dependent variable, the p-values obtained from the analysis are presented in Table 3. This table provides an overview of the direct effect testing results, allowing for further interpretation regarding the significance of the relationships between variables within the tested model. As shown in Table 3, five were supported out of the seven direct effect hypotheses tested, while two were not. The supported results indicate that Strategic Leadership, Organizational Culture, and E-HRM significantly impact Organizational Performance and Organizational Culture. Meanwhile, E-HRM and Work Motivation do not exhibit a significant direct effect on Organizational Performance, although there are indications of a positive relationship.

The mediation analysis results indicate that Organizational Culture is crucial in strengthening the influence of E-HRM, Strategic Leadership, and Work Motivation on Organizational Performance. All hypotheses involving the mediation of Organizational Culture are supported, with highly significant p-values (less than 0.05). This finding suggests that to enhance overall organizational performance, organizations must focus on developing and reinforcing a strong and positive organizational culture.

Table 3: Results of Hypothesis Testing for Direct and Indirect Effects

Research Hypothesis	Estimation	p-Values	Result
H1: There is a positive effect of E-HRM on organizational performance.	-0.062	0.108	Not supported
H2: There is a positive effect of strategic leadership on organizational performance.	0.590	0.000	Supported
H3: There is a positive effect of work motivation on organizational performance.	0.076	0.059	Not supported
H4: There is a positive effect of organizational culture on organizational performance.	0.328	0.000	Supported
H5: There is a positive effect of E-HRM on organizational culture	0.136	0.002	Supported
H6: There is a positive effect of strategic leadership on organizational culture.	0.438	0.000	Supported
H7: There is a positive effect of work motivation on organizational culture.	0.342	0.000	Supported
H8: There is a positive effect of E-HRM on organizational performance, mediated by organizational culture.	0.045	0.004	Supported
H9: There is a positive effect of strategic leadership on organizational performance, mediated by organizational culture.	0.144	0.000	Supported
H10: There is a positive effect of work motivation on organizational performance, mediated by organizational culture.	0.112	0.000	Supported

Source: SmartPLS (2024)

The findings reveal that E-HRM does not directly impact Organizational Performance but has an indirect positive effect through Organizational Culture. Strategic Leadership has a significant direct influence on Organizational Performance. Work motivation does not directly impact organizational performance but has a positive effect through organizational culture. Sutanto and Kurniawan (2020) found that work motivation and organizational culture significantly positively impact employee performance at PT XYZ. Similarly, Rahmawati and Hidayat (2019) demonstrated that work motivation and organizational culture positively influence employee performance, with job satisfaction as an intervening variable. In another study, Pratama and Wibowo (2021) also confirmed a significant positive relationship between work motivation, organizational culture, and employee performance at Bank XYZ. Organizational Culture fully mediates the relationship between E-HRM and Organizational Performance. The impact of E-HRM extends beyond mere efficiency; its implementation also contributes to strengthening internal communication, enhancing transparency, and facilitating access to information for all organization members. This fosters a more open and collaborative organizational climate, crucial in shaping a stronger organizational culture. A well-established organizational culture, developed through effective E-HRM practices, is key to improving organizational performance (Watloly & Tanuwijaya, 2022). Organizational Culture partially mediates the relationship between Strategic Leadership and Organizational Performance (Nahum, 2020). The findings of this study contribute significantly to the existing literature by emphasizing the role of Organizational Culture as a mediating factor in improving Organizational Performance. While previous research has established that E-HRM, Strategic Leadership, and Work Motivation can directly influence performance, this study highlights that their effects are significantly enhanced when a strong organizational culture is present.

The non-significant direct effect of E-HRM on performance aligns with prior studies suggesting that technology adoption alone does not guarantee improved efficiency unless accompanied by strategic implementation and cultural adaptation (Al-Qudah & Al-Emran, 2021). Differences in findings within the literature suggest that the success of E-HRM implementation is highly dependent on the specific organizational context, including technological readiness, organizational culture, and managerial support. Therefore, before implementing E-HRM, organizations must carefully consider these factors to ensure that the technology positively impacts organizational performance. Similarly, work motivation's lack of direct impact on performance suggests that motivation must be embedded within a supportive organizational framework to drive substantial outcomes (Rahmawati & Hidayat, 2019). These differences in findings indicate that contextual factors, such as organizational culture and performance appraisal systems, play a crucial role in influencing the relationship between work motivation and organizational performance (Ryan, R. M., & Deci, E. L. 2020). Therefore, it is essential for Indonesian Army Hospitals to consider these factors in their efforts to enhance the impact of work motivation on organizational performance.

Strategic Leadership emerged as the most dominant factor influencing hospital performance directly and indirectly through Organizational Culture. This supports the assertion by Hitt (2020) that effective leadership is fundamental in shaping an organization's strategic direction and fostering a high-performance culture. Supporting studies for these findings include Abbas (2023), which demonstrates that strategic leadership significantly impacts employee performance in Indonesia's manufacturing sector. Similarly, Munawaroh et al. (2021) confirm the positive influence of strategic leadership on business performance in Indonesia, particularly in the context of small and medium-sized enterprises (SMEs). Additionally, Siswati (2018), in her research focusing on the public sector, found that strategic leadership positively affects organizational performance. Furthermore, Fernandes et al. (2022) highlight that knowledge-oriented leadership enhances sustainable competitive advantage, which in turn contributes to improved organizational performance. The results reinforce the need for military hospital administrators to invest in leadership development initiatives to enhance organizational effectiveness.

From a managerial perspective, this study offers actionable insights for improving hospital performance in the Indonesian Army healthcare system. First, the findings underscore the importance of integrating E-HRM with cultural transformation efforts to maximize its impact. Resistance to digital HRM systems can be mitigated through leadership-driven change management strategies. Second, strengthening Organizational Culture should be a priority for hospital administrators, as it serves as the foundation for sustained performance improvement. Initiatives such as employee engagement programs, leadership training, and workplace innovation can help cultivate a strong organizational identity that enhances motivation and performance.

These results emphasize the critical role of Organizational Culture in enhancing hospital performance, reinforcing the need for effective leadership and digital HRM adoption.

5. Conclusion

This study validates the mediating role of Organizational Culture in linking E-HRM, Strategic Leadership, and Work Motivation to Organizational Performance. While the direct effects of E-HRM and Work Motivation are limited, their influence is significantly enhanced when Organizational Culture is strong and well-developed. Strategic leadership has a strong influence, both directly on organizational performance and indirectly through organizational culture. These insights underscore the necessity for a holistic approach to performance improvement, where technological integration, leadership effectiveness, and cultural transformation collectively drive organizational success. The implications derived from this study's findings are expected to contribute meaningfully to developing organizational behavior and human resource management theories. Additionally, these findings are anticipated to enhance organizational performance, particularly in Indonesian Army Hospitals. To enhance organizational performance, management must strengthen organizational culture as a foundation that supports the implementation of E-HRM and work motivation. Additionally, a strong focus should be on improving strategic leadership quality, as it directly impacts organizational culture and performance. The researcher acknowledges that this study has several limitations that should be addressed in future research. Some of these limitations include the sample size, as the

respondents in this study were limited to leaders within Level II Indonesian Army Hospitals, with 278 respondents. Additionally, data collection was conducted solely through questionnaires distributed via Google Forms to hospital leaders, which may have introduced bias due to varying perspectives and uneven levels of knowledge among respondents. Furthermore, this study focused on only five key variables: E-HRM, strategic leadership, and work motivation as independent variables; organizational performance as the dependent variable; and organizational culture as the mediating variable. Future studies are encouraged to expand the scope of research by incorporating a larger sample size, multiple data collection methods, and additional relevant variables to provide a more comprehensive understanding of organizational performance in Indonesian Army Hospitals.

Future research should explore additional contextual factors, such as regulatory frameworks, budget constraints, and employee perceptions of digital transformation, to further refine the understanding of performance optimization in military healthcare institutions.

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