Understanding the Role of Human Resource Management, Leadership, and Organizational Culture in Improving Employee Performance: Case Study in the Partnership Division

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Abstract –This research examines how human resource management practices, leadership style, company culture, commitment levels, and motivation influence how healthy employees perform in partnership divisions of plantation companies. It uses research methods to explore how these factors work together to create an environment encouraging employees to give their best. The research reveals that work motivation is a critical driver, and it can be enhanced by HR practices such as financial incentives, training opportunities, and giving employees more responsibility. Organizational commitment fostered through regular training and providing adequate resources further fuels motivation. There may be variations in how managers and staff interpret the company culture. However, values like integrity, collaboration, and adaptability are still essential for creating an environment that supports high performance. Effective leadership, focusing on motivating employees, providing guidance, and fostering a positive work environment, also significantly impacts performance. This research, informed by data collected directly from employees in partnership divisions, offers valuable insights. Organizations can optimize employee performance by understanding these factors through targeted human resource strategies and leadership practices tailored explicitly to partnership divisions.

1 Introduction

1.1 Background

The connection between human resources management (HRM) and leadership, organizational commitment, culture, and work motivation significantly influences employee performance. HRM's impact on employee performance is critical in modern management (Benbahia & Rajaa, 2019). Effective leadership, a central part of HRM, directly affects employee performance (Haldorai et al., 2022). Leaders who provide clear direction, support, and inspiration create environments where employees can excel (Agarwal et al., 2022). HRM practices focusing on recruitment, training, and development produce skilled, motivated, and high-performing employees. Influential leadership fosters a positive and motivating organization (Ali et al., 2018). Visionary leaders articulate clear objectives, inspire commitment, uphold values, and shape a strong work culture (Walumbwa et al., 2008). Leadership styles that grant autonomy encourage motivation and provide direction that directly impacts employee performance (Berhe, 2022). HRM practices supported by good leadership enhance employee engagement, support professional growth, and ensure efficient achievement of organizational goals (Brito & Oliveira, 2016).

The relationship between HRM, organizational commitment, and employee performance is crucial for understanding organizational dynamics. HRM is vital for managing human resources to achieve organizational goals (Sultan et al., 2019). Effective HRM practices, like proper employee selection, comprehensive training, and appropriate incentives, lay a strong foundation for improving employee performance (Tabouli et al., 2016). Additionally, good HRM fosters solid organizational commitment, reflecting employees' loyalty and involvement in the company's vision, mission, and values (Dent et al., 2007). High organizational commitment leads to more dedicated, enthusiastic employees who strive to achieve organizational goals (Bryson, 2004). This commitment is closely linked to better employee performance (Smeenk et al., 2008). Employees connected to the company's goals tend to work harder, stay longer, and contribute significantly to its success (Salleh et al., 2013; Serpell & Ferrada, 2007).

Conversely, low engagement or commitment employees are often less motivated and productive (Stone et al., 2007). Strong organizational commitment enhances employee loyalty and reduces turnover, positively impacting company performance. High commitment indicates employees' attachment, identification, and adherence to organizational goals and values (Gibb & Burns, 2018). Committed employees are more motivated to achieve better results due to their emotional and psychological involvement with the company (Serrat, 2017). Thus, managing organizational commitment is essential in HRM strategies to enhance employee performance.

HRM also shapes organizational culture based on company values. The dynamics between HRM, organizational culture, and employee performance highlight the importance of understanding and developing these elements.

HRM formulates, disseminates, and reinforces the desired organizational culture through training, compensation policies, and performance management practices (Isensee et al., 2020). Organizational culture, comprising shared values, beliefs, and customs, significantly influences employee satisfaction and performance (Limaj & Bernroider, 2019). A positive culture fosters employee engagement and commitment, boosting performance, while dissatisfaction with the culture can lead to alienation and hinder performance (Miller, 2006).

1.2   Aim of Research

Research shows that organizational performance is significantly influenced by member behavior, both individually and collectively (Akob et al., 2020; Haerani et al., 2020; Nguyen et al., 2019). Motivation, driven by intrinsic and extrinsic factors such as recognition and rewards, plays a central role in shaping organizational performance (Chen et al., 2012). Managers foster a conducive work culture that encourages a sense of belonging and purpose, leading to higher performance levels (Paais & Pattiruhu, 2020).

HRM motivates employees by providing incentives, recognition, and development opportunities, aligning employee and leadership perspectives to foster dedication, loyalty, and motivation (Hayati & Caniago, 2012). Job satisfaction, influenced by motivation, leadership, and organizational culture, is crucial for performance. HRM helps employees identify career goals, provides constructive feedback, and creates an environment where achievements are recognized, motivating employees intrinsically and extrinsically (Arshadi, 2010; Marinak & Gambrell, 2008; Mitchell et al., 2020). Managing organizational commitment is essential in HRM strategies to improve employee performance (Paais & Pattiruhu, 2020).

HRM applies across all industry sectors, including agriculture. HRM can manage partnerships with farmers in agricultural companies, ensuring efficiency and effective resource management. For instance, a plantation company in Surabaya, Indonesia, benefits from implementing HRM processes by applying effective leadership, strengthening organizational commitment, fostering a positive culture, and enhancing motivation (Bhatt & Marescaux, 2024). These goals are achieved through leadership development, encouraging participation, cultivating inclusivity, offering suitable incentives, and improving performance within the partnership division.

HR practices are crucial for understanding how leadership, culture, and motivation influence employee performance. Existing research, while abundant, often needs more variety in the factors studied. This highlights the need for a more comprehensive approach to HRM that considers a broader range of influences on employee performance. This objective study aims To know the implementation of HRM based on leadership, culture organization, commitment organization, and motivation. Work can influence the performance of employees. Then, For the answer study, the survey submitted four questions as follows:

- RQ1: Is it motivation? Work can increase employee performance.

- RQ2: Can a commitment organization increase the performance of employees?
- RQ3: Do culture organizations increase the performance of the employees?
- RQ4: Can application leadership increase the performance of employees?

2 Theoretical Background

Human resources management (HRM) is a series of designed practices and policies . Managing assets is something that organizations contribute in a way that is effective in achieving an objective organization (Armstrong & Landers, 2018). HRM focuses on the importance of individual workers or employees as a valuable asset for an organization, not simply cost (Ryazanova et al., 2017). In the United States, in development, HRM emphasized attention to individual employees and their needs, treating them as valuable assets (Gopinath, 2020). HRM adopts an encompassing approach series practices and policies, including security work, recruitment selection, development of employees, engagement of employees, management team, compensation-based performance, assessment performance, and balance between life work and life personal (Gopinath, 2020; Guest, 2017). Practices this, when applied in a way integrated, forming what is called "bundles" or bundle mutual HRM practices strengthen.

The HRM concept has two main approaches, i.e., approaches and complex ones (Sixpence et al., 2021). Approach soft emphasizes aspects human with push commitment, collaboration, and involvement of employees. The temporary approach focuses more on the interests of business and practices organized and structured management (Cregan et al., 2021; Suri & Lakhanpal, 2024). The importance of HRM in context performance organization is more apparent, especially in industry service health. Studies show that effective HRM practices can increase motivation, employee satisfaction, and organizational performance (Boxall et al., 2016; Katou, 2017). In sickness, where the indicator performance is often different from other organizations, like burdening work staff and resulting in patients, effective management from source Power humans, including an integrated HRM approach, becomes essential. Thus, HRM is about managing employees and optimizing contributions to reach the vision and mission of the organization (Suzuki & Hur, 2020).

2.1 Employee Performance

Employee performance is one variable related to and essential to satisfaction at Work (McCloy et al., 1994). Employee performance refers to the extent to which an individual reaches goals and responsibilities he answered in context work (Christen et al., 2006). Research that discusses employee performance shows a correlation between satisfaction work and performance work through a characteristic connection. Employee performance still be-

comes the subject of debate (Christen et al., 2006). Various factors influence work performance, including skills, motivation, support organization, and environment. Employees who feel satisfied with work tend to be motivated and perform better (Cohrs et al., 2006). Additionally, support and recognition from organizations can influence the performance of employees, with employees who feel valued tend to work better (Tabouli et al., 2016).

2.2   Leadership

Leadership is the ability of a person or group of people to influence and guide followers or other members of an organization. It involves making sound and sometimes difficult decisions, creating and articulating a clear vision, setting achievable goals, and providing followers with the necessary knowledge and tools. to achieve that goal (Jibreal, 2021; Kloutsiniotis et al., 2022). The human resource management division is essential in improving employee performance and making leaders' tasks more manageable and smoother (Leigh et al., 2021). Leadership style has different effects on employees' attitudes and behavior, pleasing them in a direct way or not. Leadership style, for example, is positively related to the performance of employees, while temporary style leadership is usually negatively related to long performance periods (Siangchokyoo et al., 2020). Leadership Transformative has also been proven to benefit trust in self, motivation, creativity, and organizational efficiency (Scuotto et al., 2022). On the other hand, transactional leadership has proven to increase satisfaction with work and identity organization compared to revolutionary leadership. Transformative leaders help others adapt to the change in the organization (Chiniara & Bentein, 2016).

Findings previously, it turns out that lots of studies show that if the second style of leadership, transformative and transactional, is used practically, it can influence the attitude of employees toward leaders, their performance work, and productivity organization (Higgins, 2024). Much evidence shows that combining leadership style leadership transformative and transactional leadership is more effective. On the other hand, leaders who do not actively use the laissez-faire leadership style are assumed to have the least effective and detrimental results in the performance and productivity of their followers (Leigh et al., 2021). Studies show that style leadership directly impacts the behavior of employees, which is why performance groups and achievement objectives are related. That matter inspires people to work harder on tasks and creates the belief that leaders are competent. Leadership transformative connections are significant positives for trend followers To do more than necessary (Cohrs et al., 2006). This is more carry-on, as proven by the reality that trying to surpass mandated tasks helps leaders become more productive and improves the success of the whole organization.

2.3 Work Motivation

Motivation Work is encouragement, both internally and externally. Work with maximum. Theories of motivation, such as theory needs, theory achievement and theory hope, discuss the importance of satisfaction that needs individuals to create motivation Work (Newstrom, 2014). In context organization, motivation Work role is essential in increasing satisfaction Work employees, as supported by studies like Alnıaçık et al. (2012) And Araslı et al. (2014). Employees who feel encouraged in an intrinsic or extrinsic way to reach an objective organization tend to feel more satisfied with their Work (Gibson et al., 2011; Pancasila et al., 2020). Apart from that, motivation work also impacts the employees' performance, with motivated employees contributing more to achieve objective objectives (Arshadi, 2010). Therefore , understanding and maintaining the motivation of employees is essential for management. Power-effective and capable human beings help an organization succeed long-term (Hayati & Caniago, 2012).

2.4 Organizational Culture

Cultural organization has become a focus study in management strategies, behavioral organization, and communication companies (Ouchi, 1981; Tsui et al., 2006; Van Riel & Fombrun, 2007). Meng and Berger (2019) emphasize the importance of noticing the organization's internal context in understanding its effectiveness, including structure, culture, power, and politics. Meng and Berger argued that suitability between culture organization and organizational strategy can explain variation in performance organization. Another meaning regarding culture organization is set beliefs, values, and assumptions shared by members of an organization, which influences behavior and, hence, the organization's effectiveness (Schein, 2010). Member organizations adopt accepted ideas and beliefs about reality, values, and expected responses in a socio-structural rational system (Majeed et al., 2021). Schein (2010) sees culture organization as pattern behavior learning and what is transmitted from one generation member to the next.

Other studies show a positive connection between culture organization and effectiveness. Mishra et al. (2014) identify four dimensions of culture organizations (adaptability, consistency, engagement, and mission) that contribute favorably to the effectiveness of an organization. Then Gold et al. (2001) highlight the importance of flexible culture and structure in facilitating collaboration across organizations. Besides that, Gruman and Saks (2011)also stressed that the culture of an open and supportive organization can increase the effective practice of communication. Overall, the theory of culture organization confirms that culture influences the behavior of member organizations and, thus, the organization's effectiveness (Gupta & Jangra, 2024; Meng & Berger, 2019; Schein, 2010).

2.5   Organizational Commitment

Porter (1985) defines Organizational commitment as the constant tendency of employees to engage or participate in certain activities related to their organization. That matter results from employees' investment in the organization and their fear of losing their jobs if they are not committed to their work. Besides that, commitment to the organization builds a sense of value and acceptance of purpose, which drives work hard (Salleh et al., 2013; Theotokas et al., 2024). According to Stone et al. (2007), commitment organizations psychologically connect individuals with the organization and improve productivity. Several previous researchers reported results confirming that organizational commitment significantly contributes to achieving organizational goals and completing work quickly, with the least effort, and at the lowest cost. (Ruiz et al., 2024; Van Waeyenberg et al., 2017; Williams & Anderson, 1991). This is because it motivates employees to work harder or engage in their work. Moreover, their results show that the longer employees work in a particular organization, the more experience and competencies they will achieve (Tabouli et al., 2016).

3   Methodology Study

The type of research carried out is qualitative, with a case study done on a company in the field of agriculture located in Surabaya, Indonesia. Research purposes: To explore the connection between the implementation of human resources management (HRM) and the use of factors like leadership, culture organization, commitment organization, and motivation. Work with performance employees in the company's partnership division. Study This submitted a four-question study as a case study. Question: First, HRM implementation is influenced by effective leadership, which can increase employee performance. Question second discusses whether a commitment to the organization influences HRM implementation and positively impacts employee performance. The question leads to how the organization's culture influences the application of HRM and can increase the performance of employees. The final question examined whether implementing HRM, influenced by work motivation, can improve employee performance. Using a case study approach, this research aims to provide an in-depth understanding of how these factors interact in the specific context of agricultural enterprises in Surabaya. Thus, the results of this research can provide valuable insight for similar companies in their efforts to improve the performance of their employees through more effective HR management.

3.1   Approach Study

Formulation problem study This emphasizes the importance of the approach paradigm naturalist. Approach This refers to understanding behavior based on framework reference behavior that he needs to understand and adapt to situation-specific social context study. Therefore, research aimed at

the partnership division can only be carried out at an agricultural company in Surabaya, which became a location study. This is due to the probability that possible problems that may arise in the partnership division will not happen or be relevant to the company's agriculture. Thus, a solution was found in the study. This can be directly applied to different contexts.

3.2   Subject Study

Study This involves respondents from the managerial level in the partnership division and the human resource development (HRD) manager. The election informant is based on the consideration that the second manager is directly involved in the retrieval process decision. To handle various problems with staffing and operational activities daily, The second manager also has insight and experience directly in facing challenges faced by the company and plays a role in formulating effective solutions. Next, The informant is a staff partnership because the party feels directly about the company's HRM policies, such as culture, organization, style, leadership, and motivation.

Table 1: Criteria informant

Position	Criteria
Human Resource Development Manager - (Informant 1)	Involved with employees at the company
	Responsible for the development of the competence of the employee
	Evaluate performance employee
	Create an environment suitable for working with the culture company.
	Coordinate with all managers at the company. The
Partnership Manager - (Informant 2)	Determine policy operations in the partnership division.
	Involved directly in the activity partnership operations
	Involved directly with all partnership staff
	Become a partnership division leader.
	Determine culture in the partnership division.
	Represents representative from the party company
Partnership Staff - (Informant 3)	The party who feels it is HRM policy
	Involved directly in the activity partnership operations
	Feel impact leadership from the partnership manager.
	Feel influence culture company.
	Feel motivation company
	As the party under study about performance its performance

3.3   Data Types and Sources

Study This uses data with different characteristics, including descriptive nature information, like standard procedure operations, rules company, description assignments, implementation activities in the field, and other elements. In addition, numeric data encompasses financial documentation, partnership reports, purchase orders, and inventory reports, among other types of records. The data is collected from two main sources, namely primary and secondary data. Primary data was obtained through observations and session interviews. In contrast, secondary data was obtained from various documents, such as meeting minutes, reports of the Partnership division weekly and monthly partnership, reports on supplies, and finance reports.

3.4   Instruments and Procedures Data collection

Instrument research and data collection processes were carried out using interviews and observations.
a. Interview. This is the interview process with the Human Resource Development Manager and Partnership Manager. This matter was chosen Because the second position is crucial in implementing HRM practices that can improve employee performance. The questions in the interview structure cover the following:

Table 2: Guidelines interview informant first and second

Scope	A list of questions
HRM Practices	Does the partnership division implement HRM practices effectively To reach goals achieved?
	What HRM practices? What does the partnership division do?
	Does this practice align with the needs of the partnership division?
Motivation Work	How do you maintain the work motivation of partnership division staff so they remain focused on the company's interests?
	In your opinion, can the motivation of a work employee influence performance?
Organizational Commitment	How committed is the organization to maintaining motivation? Are work employees still awake?
	How committed is the organization to increasing the performance of employees?
Organizational culture	is the culture that supports employee performance in the partnership division.
	Explain Why culture can influence the performance of partnership staff.
Leadership	Leadership style: What is appropriate for the partnership division to increase performance?
	Is style leadership the Already done evaluation success or failure?

Then, to validate the results, interviews were conducted with the informants first and second and with partnership staff to confirm whether the answers from the informants first and second could be accepted. For questions to the partnership staff, see Table 3 below.

Table 3: Guidelines Interview Informant Third

Scope	A list of questions
HRM Practices	Does the partnership division implement HRM practices effectively To reach goals achieved?
	In your opinion, what HRM practices are needed to increase partnership staff performance?
Motivation Work	How do You guard motivation kee, keep working , and focus on the company's interests?
	According to You, How can a company keep motivation permanent partnership staff awake?
	According to You, motivation Work can influence performance. You?
Organizational Commitment	Do you feel a committed organization for partnership staff?
	Commitment organization like what do you feel?
	It is a committed organization that can increase performance. You?
Organizational Culture	In your opinion, does a culture company support performance?
	Culture, what do you think? You beneficial in increase performance You?
Leadership	According to you, like is superior. You?
	Is style leadership superior to what is already by you?
	With style leadership, they can increase performance. You?

The interview results will be transcribed using the standard verbatim method to obtain detailed information. Data condensation may later be done.

b. Observation. Activity observation in the study This study aims to better understand situations and conditions in the partnership division. This covers activities like meeting with partner farmers, coordinating interdivision partnerships, observing the company's rules and culture, assessing employees' performance, and others. With direct observation, the researcher can obtain more holistic and detailed insight into the dynamics within the division and strengthen the analysis carried out.

3.5   Data analysis technique

Deep data analysis process study This follows the approach outlined by Miles and Huberman as delivered, which consists of four critical stages.

a. Data collection. The first stage involves collecting data in the field through various methods, such as interviews, observations, and documentation. These data become the basis for further analysis.
b. Reduction. Stage second involves a purposeful data reduction process to summarize information, extract the essence of the data, and centralize attention to critical elements. This process also includes identifying emerging themes and patterns from the data and organizing information to clarify and verify conclusions.
c. Presentation. At this stage, the data has been reduced and served in a more structured and easy-to-understand format. Information reported and explained in a written way covers results from interviews and observations. This data is analyzed and presented with a framework theory with There is.
d. They were drawing Conclusions. The final stage in analyzing this data is drawing conclusions based on the data reduction results. This conclusion answers the problems discussed in the research and usually refers to emerging findings from data analysis and their relevance to the base theory stated previously. This conclusion becomes the point of the research and can be used for recommendations or practical implications for the context in question.

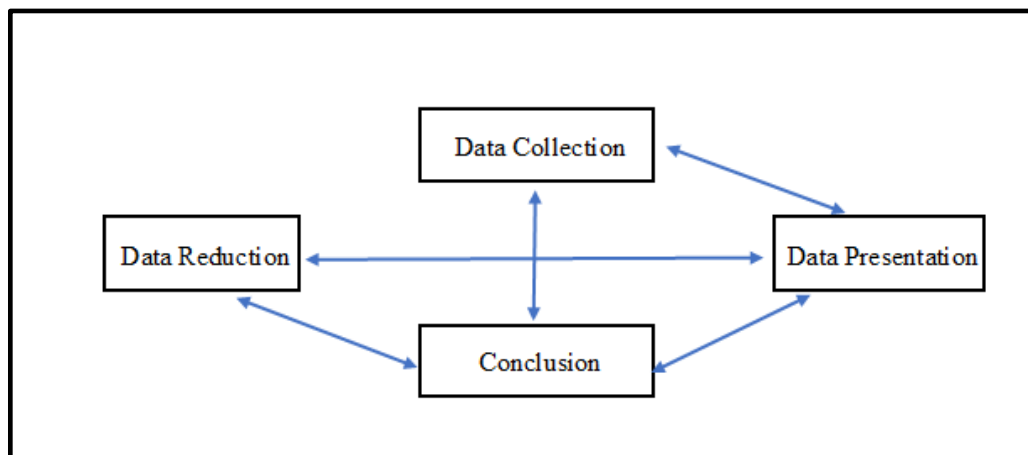The series of data analysis can be seen in Figure 1 below :

Figure 1: Data analysis process

3.6 Data Validity or Criteria Validity

a. Triangulation. Study This uses the approach of triangulation source information, which involves collecting and searching truth information from various sources. Approach This covers interviews with parties key in charge answer to activity operational application of HRM in companies, such as HRD managers, partnership managers, and experienced partnership staff HRM policies set by the company. Then, from the interview results, the verification was done with documents obtained during the observation process, like meeting minutes, reports weekly and monthly partnership division, and documents supporting others. Triangulation goals are to get accurate results from interviews in applying HRM practice, role leadership, motivation of employees, and culture organization until commitment organization so that data and information can be considered valid.

b. Reliability. The reliability aim is to ensure that the study can be replicated or repeated using the same procedure for the data collection set, applying triangulation and data analysis to reduce the possibility of error and bias. The research result can become the basis for further study with the same focus, i.e., exploring the implementation of HRM in various company divisions.
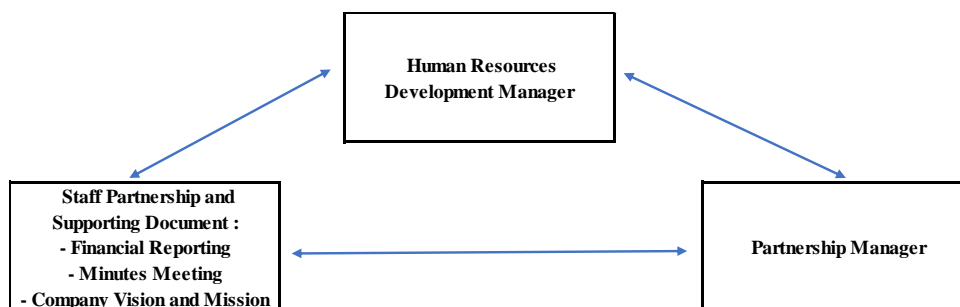

Figure 2: Triangulation of three data sources

4 Results and Discussion

HRM practices have considerable potential for increasing the performance of employees at various levels. First, by implementing an evaluation process, performance is not taking sides and procedures fair recruitment, organizations can ensure that the right employee is placed in the appropriate position with skills and competencies (Danilwan & Dirhamsyah, 2022). This matter creates a fair environment and empowers work contracts between employees and companies, increasing motivation and engagement in the objective company (Kakarougkas & Papageorgakis, 2023). The partnership division also carries out this process, and a good recruitment process is also

carried out in this division, based on confirmation of the HRD Manager as informant first (I1). The question asked is, "Does the partnership division implement HRM practices effectively To reach goals that have been set ?" then I1 answers.

"Of course, as a moving company in field plantation, we do several effective HRM practices. Several HRM practices that we have carried out are forming culture companies that support, creating mark mandatory company embraced by employees company, providing training, awards for the employee who provided it contribution best, forming system objective assessment, and selective recruitment process where we look suitable candidate with duties and responsibilities the answer is, until coordinate with the leaders part related ."

From statement I1, it is necessary to underline that the plantation company has implemented various effective HRM practices to improve organizational performance and sustainability. One of the fundamental practices is establishing a supportive corporate culture, which creates a harmonious and productive work environment. This is to statements from Lu et al. (2023), who state that HRM practices tend to build culture-inclusive work, where everyone values ideas and contributions. That matter Creates an environment of fun and collaborative work and enhances innovation and creativity, which are essential factors in increasing the performance of the whole organization. Apart from that, plantation companies have also established values that guide all their employees, making them a moral and ethical foundation for their daily duties. Not only that, providing quality training to employees is also a priority to increase their competence and productivity. Awards given to those who make the best contribution are a form of appreciation and motivation for others to excel. With increasing satisfaction and engagement of employees, productivity increases because employees feel appreciated and recognized for their contributions (Liao et al., 2022). The company has built an objective assessment system for managing employee performance, providing a clear picture of achievements and areas that need improvement. A selective recruitment process is also essential in ensuring the employees recruited are by their duties and responsibilities. In addition, good coordination between HR and department leaders is critical in ensuring organizational needs are met through effective human resource management. Thus, HRM practices are carried out comprehensively and practically and can create supportive conditions for employee growth, motivation, and optimal performance (Mehrajunnisa et al., 2023).

Implementing HRM: Of course, it should conform to the partnership manager as informant second (I2), where, according to informant second, the company has succeeded in applying prioritized HRM practices to formation culture supporting organizations. One aspect mainly emphasizes driving values , thirst for knowledge, and enthusiasm for continuous learning. In the environment here, employees pushed For Keep Going to develop themselves, exemplary through formal training and informal learning. More than That, the company is also committed. Put staff in appropriate positions that

fit their interests and passions and ensure everyone can contribute with their skills and interests. Support to development career This is expressed through words and actions in an ongoing training program. Apart from that, the company also recognizes and provides awards to successful employees who stand out and are productive at work. They create an environment motivating work and keep going for achievement. The company creates a culture dynamic through combination practices, inspiring organizational growth and individual and collective success. Based on information from partnership staff as informant third (I3), HRM practices have been applied to them. Following a statement from I3,

"The company has provided good training to keep increasing our competence. Besides that, Partnership managers also demonstrate effective leadership models. Because the partnership manager is very supportive, our performance is like speed in making decisions. They always invite our discussions of every established policy. This is what makes us highly appreciated ."

Based on the observations of the results, the company has succeeded in creating an influential culture that supports competent employees. The socialization process culture involves massive effort, such as distributing newsletters via company email, banners, and posters. Thus, HRM practices in companies have proven effective Enough. From the proper recruitment process to giving rewards and promotions, employees' competencies have been executed well. This shows that the company has successfully created an environment that supports work growth and develops professionals for all its team members.

4.1 Work Motivation

Motivation works on HRM concepts and has a vital role in increasing the performance of employees. Focus on related values with work helps understand how HRM can influence motivation Work (Pancasila et al., 2020). Importance of values in motivation Work lies in the desired goal achieved and its impact on the individual's attitude. HRM practices such as participation and organization of teams become central in building motivation by giving employees the chance to contribute directly to the task and organization. Organization A Work-based team's possible development does not have enough responsibility and discretion for its members. In addition, traditional HRM practices like incentive finance, training/development, and recruitment/selection also play an essential role in strengthening motivation-oriented HRM system Work (White & Bryson, 2013). Partnership divisions in the company plantations conduct motivational processes. Employees trust internal partnership staff to do a particular project to increase performance until the company awards partnership staff who excel. According to the informants, giving insufficient answers will increase their performance because insufficient answers will increase the partnership staff's performance.

"Every partnership project carried out is determined and will always be selected by partnership staff to confirm the project accomplished with Good. Where a project leader and staff partnership are provided, there are not quite enough answers to start the negotiation process with candidate partner farmers, dealing, mentoring process partner farmer to the harvesting and purchasing process results in the harvest. If given insufficient answers, the partnership staff will understand the company's business processes and try to give the best performance because the challenges will make employees try to increase performance ."

Besides that, the company also awards employees who contribute or perform well. Employees will accept the awards in the form of an annual bonus or promotion position, for promotions based on input or considerations from the employee's superior. The process of giving the reward with hope can increase the motivation. Of employees, and with motivation, increased work so performance they will also increase profit for the company. That matter by a statement from the informant second,

"Every year, the company will conduct periodic evaluations. According to the board of directors' decision, employees with the best performance will receive an annual bonus and promotion. This process is part of management's commitment to always
 supporting the company's best talent so that it will increase their productivity."

The statements of the first and second informants received approval from the partnership staff because being given more responsibility would make the partnership staff try more so that the project that had been entrusted to them could be successful. Indeed, this process is initially very burdensome for them, but understanding the business process, starting from the negotiation process and making contracts to implementing the partnership project, will make partnership staff feel appreciated and can improve their performance.

"Our appointment as project leader partnership is indeed true. It can make us depressed at first, but it turns out that after we do it several times , we increase performance. Because, as project leaders, we understand the process from beginning to end. That matter makes us more motivated to give the best for ourselves. With the project's success, we will show that we have succeeded in actualizing ourselves."

The partnership staff's performance will be assessed using existing key performance indicators (KPI), which the company determines and implements every year.

Table 4: Key Performance Indicators for the Partnership Division

KPI Description	Weight	UoM	Priority	Function	Baseline	Target
Stock Accuracy	14	%	+	AVG	27.50	50.00
Damage Rate	9	Cas	-	SUM	66.00	5.00
TSL Availability	14	%	+	AVG	40.63	80.00
TSL Met	10	%	+	AVG	28.13	55.00
Audit 5R	3	Ea	+	AVG	42.50	85.00
Payroll	2	Day	-	AVG	2.25	3.00
Tanam PC	9	Ha	+	SUM	41.93	8.88
TCH Production	3	Ton	+	AVG	27.03	0.01
Safety LTI	3	Cas	-	SUM	0.01	0.01
Safety Non-LTI	13	Cas	-	SUM	0.01	0.01

The KPI assessment will determine employee performance and whether employees achieve their targets. Employees who achieve the targets will receive rewards such as bonuses or promotions.

4.2 Organizational Commitment

Organizational commitment also creates a positive work environment, increases job satisfaction, and motivates employees to provide the best results (Sari & Ali, 2022). Thus, organizational commitment benefits individual employees and improves the company's overall performance (Chaudhary et al., 2023). The company also shows a solid commitment to supporting the performance of the partnership division through various initiatives that encourage organizational motivation. One of the strategies they implement is to provide periodic training to employees in the division. This training is not only limited to introducing new types of commodities but also includes using the latest technology and equipment to increase efficiency in daily work. For example, the company has invested in equipment such as smartphones for each staff partnership, allowing them to update commodity prices easily, tag farmer partnership locations, and even complete contracts with partners digitally. Thus, increasing employee competency and providing adequate infrastructure can significantly improve the performance of the partnership division, thereby creating a productive and developing work environment. The statements of the first and second informants also support the company's motivation to support employee performance. The following is a statement from I1,

"The company supports improving the performance of each of its employees. Therefore, the company provides regular training such as seminars and certifications, inviting resource persons with competence in certain fields needed by the company, workshops, and so on. By increasing employee competency, their level of satisfaction will increase, and their work

performance will also increase. The type of training employees provide will be adjusted to the division's needs in coordination with their respective superiors. " Partnership division training is generally training on the newest commodities which continue to develop and are diverse, as well as other training while coordinating with the partnership manager ."

The first informant's statement was also supported by the second informant, where the statement from I2 was as follows:

"The partnership division is unique because our division always deals with farmers regarding various kinds of plants, environments, and so on. Therefore, it is necessary to train staff partnerships to know about these commodity plants and better understand the process of cultivating and harvesting them. "The company also provides infrastructure facilities to support their performance, such as investing in smartphones to facilitate documentation, making work contracts with farmer partners, etc.

However, the partnership staff states that Enough is interesting. For partnership staff, the training process until the smartphone is given is considered a no-commitment company in increasing performance. For gift partnership staff, adequate infrastructure until training is received is necessary because business from partnership managers supports performance.

"We were greatly helped with a smartphone to make it easier. Work for us, like a sign process hand more contracts efficient, just with sign digital hand using a mobile phone. Besides that, documentation is easier, and there is no need to print the physique. We are also very grateful to our always superior for training, so we will always update new things. Our boss is understanding and supportive of our performance by giving good facilities and training; we appreciate it as his business for all of us ."

Based on the results of the document, observation gives information that the performance of the partnership division experienced improvement and efficiency cost with its investment in the smartphone and training in a way that is periodically seen in Table 5.

Table 5: Comparison enhancement partner farmer, total contract until office supplies costs for 2021 - 2023

Year	Number of Farmer Partners	Amount Contract (Pcs)	Partnership Area Size (m2)	Office Supplies Costs (IDR)
2021	15	15	1,760	5,760,000
2022	28	32	3,100	1,250,000
2023	56	65	6,230	1,427,000

Before using this smartphone application, the partnership division needed to learn how effective it was in doing its operations. The signing process, as should the contract and agreement cooperation, should be shorter. Technology has increased partnership division performance because everything must be hardcopy and sent via post or courier. The enhancement of partner farmers increased from 2022 to 2023, where partner original farmers only total 15 partners to 28 partners (an increase of 86.67%) in 2022 to 56 partners (an increase of 100% from the previous year) in 2023. Likewise, the amount of contracts also increased, as information. One partner farmer can own several contract partnerships. Besides that, office supplies costs also experienced a decline in significant start from the year 2022, which experienced a decline of as much as 78.29% in 2021 because starting in 2022, the partnership division will use smartphone technology.

4.3   Organizational Culture

Cultural organizations significantly influence employee performance. They create an environment where employees interact, think, and act (Chitu & Russo, 2020). If a culture organization promotes values like collaboration, innovation, and courage, this can motivate employees to be more excellent and productive at work. In contrast, culture does not support employee involvement or open communication, which can hinder performance (Park et al., 2021).

Commitment employees in a way directly proportional to the culture of the organization. That is, when employees feel bound by the values and norms adhered to by the organization, they tend to be more dedicated and contribute positively to the organization (Sharma & Raghuvanshi, 2021). Apart from that, the organization's culture also influences the perception of employees of employees of employees about the company's image as a place of exciting work. If the organization's culture reflects positive values and creates an environment conducive to work, the company may attract and retain talented employees. In contrast, a culture that is not Healthy or Not interesting can make a company difficulty recruiting and retaining employees (Huseynova & Matošková, 2023).

The company plantation also has a purposeful organizational culture. For increased performance, employees focus on three prominent marks: integrity, collaboration, and adaptability. Cultural integrity puts honesty, ethics, and responsibility as the basis of every interaction and decision. Following the Explanation of three elements of the culture of the company based on the informants First that is integrity leads to honesty and responsibility answer in every action, collaboration creates an environment in which communication is open and appreciative of contributions individuals emphasize, temporary adaptability is possible for employees to adapt with fast to change is environment and needs.

The cultural organization allows the partnership division to operate. Work similarly with trust and transparency, building solid relationships with partners and customers. Temporarily, cultural collaboration strengthens partner-

ship teams by promoting communication, solving problems together, and promoting individual appreciation. It creates an environment where new ideas are accepted and implemented with fast, strengthened internal and external partnerships. Lastly, adaptability allows the partnership division to adapt quickly to changes in environment, business, technology, and customer needs. With flexibility, the partnership team can identify new opportunities, respond to challenges, and remain relevant in a continuous market change. With culture This, the Partnership Division will Keep developing and delivering mark plus for companies and partners. Explanation culture is by the statement informant Explanation the based on a statement from informant two below This :

"For every culture organization, we will implement it to line down, so every partnership staff can understand the culture organization well and can apply it to activities operational daily. Prioritizing integrity, collaboration, and adaptability will increase employee performance. With a focus on this, the partnership division runs the same: a transparent and constructive strong relationship with a partner. Collaboration is emphasized to strengthen a partnership team and provide temporary adaptability and possible adjustment fast to change. We are sure culture This will produce sustainable growth for the partnership and partner division company ."

The third element is culture organization, which, of course, is delivered to partnership staff. However, a culture that emphasizes attitude integrity, collaboration, and adaptability is not a culture organization for partnership staff. Partnership staff considers three elements: values held by superiors and habit superior, which are applied to the activity operations of the partnership division. That matters because proximity connects the leader with the partnership staff because the distance between superior subordinates who do not go too far than the partnership staff sees all deeds, actions, and words as superior; they are the complete personality of the leader. Explanation based on the statement informant third following:

"Our relationship with our superiors is very close. Our leaders really give us freedom, give us chances, and even have interesting personalities. That makes us so respectful and capable of being open with ourselves. He always reminds us of the importance of attitude integrity, collaboration between team members, and an attitude adaptive to each change. We always evaluate that deed as the values he adheres to, so mark that as what is shared with us."

Management can introduce a culture company by utilizing various methods. This includes using attribute companies like uniforms, calendars, and banners to visualize culture. In addition, comprehensive orientation and training are given to employees to introduce them to the company's values, vision, mission, and hopes. Regular newsletters are also sent via company email to convey information on the latest developments related to the culture and development of the company. Directors and senior management are

examples of the culture expected of the company, followed by the whole employee. Additionally, values culture is also integrated into the policies and procedures of the official company, like code ethics, guidelines for employees, and the evaluation process performance, to strengthen the implementation culture in every aspect of the operational company.

4.4   Leadership

There is a positive connection between leadership and the ability of employees To increase performance (Kelemen et al., 2023). This matter indicates that a leader who shows effective leadership own a significant impact on inspiring his followers To increase performance (Wang et al., 2024). With a push atmosphere open and giving work strong support to employees, influential leaders create an enabling environment for employees to feel motivated and engaged in a way active in tasks (Zhou & Wu, 2018). As a result, employees tend to be more motivated. To reach goals, organize, collaborate effectively with colleagues, and produce results that are more work-good in a whole way. Effective leadership creates a more positive relationship between leader and follower and facilitates enhanced employee performance (Rahmatika et al., 2022). Importance factor leadership This was also explained by the informant's First statement:

"Leadership is a crucial factor in an organization. It is important to give employees direction, motivation, and guidance to work effectively, develop their potential, and achieve their best performance."

According to the opinion informants, second, as a partnership manager, it is necessary to have skills; strong leadership is essential in influencing the performance of partnership staff. An effective leader can guide and inspire partnership staff to reach objectives together, giving clear direction and motivating them to give their best. Apart from that, the ability To create an environment of positive and supportive work is vital to building the morale and motivation of staff, which, in the end, can increase performance. In facing a conflict between various parties, a partnership manager must have Skills For managing situations wisely, facilitating productive discussions, and achieving satisfactory solutions for all parties involved. Lastly, Effective leaders also invest in the development of skills and capacity of their staff, delivering necessary training and support For increased performance in partnership roles.

A partnership manager is also considered a good leader by partnership staff because the partnership manager has characteristics that include more than simply own Skills and strong leadership. A partnership manager is a patient individual who can listen and wants to understand the circumstances and needs of staff. More than simply focusing on achievement objectives companies, partnership managers also pay attention to the well-being and life of personal staff, showing authentic caring to the individual in the team. Approach This creates an environment that is comfortable and supportive work, as well as constructive trust and close relationships between manag-

ers and staff. Partnership staff felt appreciated and motivated to give their best in the work comfort and support atmosphere. This impacts the productivity and performance of staff and strengthens the connection between individuals in the team, creating an atmosphere sparking collaboration , creativity, and innovation. Thus, a leadership model like This benefits individuals in the team but also significantly contributes to the whole company in managing connection partners and achieving objective strategies.

Based on the information, the partnership division's continued performance in achieving the company's targets from 2019 to 2023 is impressive. Of course, the partnership manager has been in office since March 2019. Following is a comparison of mandatory commodity targets fulfilled by the partnership division from 2019 to 2023.

Table 6: Comparison of targets and achievements of partnership division commodity goods

Products	Year	Target (Kg)	Achievement (Kg)	Variance (Kg)	Variance (%)
Citronella Oil	2019	250,000	270,650	20,650	8%
	2020	300,000	312,010	12,010	4%
	2021	360,000	378,002	18,002	5%
	2022	432,000	450,016	18,016	4%
	2023	518,400	555,089	36,689	7%
Patchouli Oil	2019	270,000	290,057	20,057	7%
	2020	324,000	346,031	22,031	7%
	2021	388,800	425,090	36,290	9%
	2022	466,560	490,650	24,090	5%
	2023	559,872	603,560	43,688	8%
Cajuput Oil	2019	400,000	423,009	23,009	6%
	2020	480,000	496,007	16,007	3%
	2021	576,000	602,000	26,000	5%
	2022	691,200	700,630	9,430	1%
	2023	829,440	843,670	14,230	2%
Clove Leaf Oil	2019	400,000	413,670	13,670	3%
	2020	480,000	496,301	16,301	3%
	2021	576,000	593,666	17,666	3%
	2022	691,200	720,369	29,169	4%
	2023	829,440	870,336	40,896	5%

5   Discussion

From the discussion regarding work motivation, motivation Work is essential in increasing employee performance. HRM practices include participation in the organization team, incentives finance, training/development, and re-

cruitment/selection roles in building motivation Work. Practices here, together with giving not quite enough answers to the employees and providing awards for good performance, can increase the motivation and performance of employees. Evaluation of performance using KPIs set by the company can help determine whether employees achieve their targets or not, influencing rewards such as bonuses or promotion positions. So, you can conclude that work motivation positively influences employee performance, as proven by practices and processes carried out in the organization to increase the motivation and performance of employees.

On the other hand, discussions about organizational commitment and its influence on employee performance show that it creates a positive work environment, increases job satisfaction, and motivates employees to provide the best results. Companies that show a solid commitment to supporting the performance of the partnership division through various initiatives, such as regular training and providing adequate infrastructure, can significantly improve the performance and efficiency of the division. However, for the staff partnership, providing infrastructure and training is considered not a company commitment but a direct contribution from the partnership manager. This confirms that direct efforts from superiors to support employee performance also play an essential role in improving overall organizational performance.

The results of the analysis revealed that organizational culture has a significant impact on employee performance. In a company, values such as integrity, collaboration, and adaptability are the main pillars in forming a culture that motivates employees to contribute best. However, interestingly, for the staff partnership, this culture is not considered as organizational culture but rather as a value practiced by their superiors. The close relationship between superiors and subordinates causes staff Partnership to see these values as part of their superior's personality, which is then applied in the operations of the Partnership division. Nevertheless, this approach still creates a transparent work environment, builds strong relationships with partners, enables quick adaptation to change, and improves the partnership division's performance and growth.

Effective leadership significantly impacts employee performance, especially when creating an open work environment, providing vital support, and motivating employees to achieve organizational goals. A good leader not only provides direction and guidance but also looks out for the well-being and needs of individuals in the team. With this approach, employees tend to be more motivated, collaborate effectively, and perform better. This is proven in the consistent achievement of targets by the company's partnership division, which an effective partnership manager leads. Thus, solid leadership development benefits individuals on the team and contributes to the company's overall success in achieving its strategic goals.

6   Conclusion and Suggestion

The research explores the impact of implementing human resource management (HRM), which focuses on leadership, culture, commitment, and motivation. Work to performance employees has to succeed achieved. Findings from the discussion show that motivation Work is crucial in increasing employee performance. Factors such as financial incentives, training, and increased responsibility provide significant incentives for employees to deliver the best results in their work. Apart from that, commitment organizations also become essential in increasing employee performance. A company that shows a solid commitment to division or team through initiatives like periodic training and provision means adequate infrastructure, strengthening the performance of employees as a whole. Next, a culture reflecting positive organizational values like integrity, collaboration, and adaptability also significantly impacts the performance of employees. Although there is variation in the interpretation of culture organization, values the created environment supports and motivates work employees. Lastly, effective leadership has proven to influence employee performance by giving clear direction, firm support, and attention to well-being. Managers or capable leaders motivate, guide, and create an environment of positive work that can wholly impact performance. So, the discussion of the overall results confirms that the application of HRM is based on factors that significantly contribute to an organization's performance.

A study on organizational motivation found that commitment to the organization's role is essential in creating an environment motivating work. Although it has been proven that commitment organizations increase satisfaction in the work and performance of employees, enjoyable discoveries relate to the view of partnership staff towards the donation partnership manager and motivation. Although the means of infrastructure and training provided are considered a direct contribution by the manager, not a form of commitment to the company overall, this highlights the direct interaction between superiors and subordinates in motivating employees.

Temporarily, research discloses that the culture of an organization has a significant impact on the performance of employees. However, there is a unique perception of partnership staff towards culture organization. Although superiors implement values like integrity, collaboration, and adaptability, partnership staff do not consider it as a culture organization but as part of the character's superiority. Approach This succeeds in creating an environment of transparent and constructive work with a strong relationship with a partner, which, in the end, increases the performance and growth of the partnership division. Findings This highlights the complexity of interpretation and application culture organization in context teams or certain divisions, which are fixed and positively impact performance.

The study's results show that employee performance can be significantly improved by implementing effective strategies in human resource management (HRM), leadership, and organizational culture. A combination of practical and theoretical approaches is recommended to achieve this goal.

Understanding the Role of Human Resource Management, Leadership, and Organizational
Culture in Improving Employee Performance: Case Study in the Partnership Division

- Practical Suggestions:
  On the practical side, the company can focus on developing its work-force through targeted training programs. These programs should be customized to address each division or team's needs and goals. For instance, the partnership division might benefit from training focused on leadership skills, motivation, and building solid relationships with external partners. Additionally, fostering strong connections between superiors and subordinates is crucial. By involving employees, actively listening to their concerns, and understanding their needs, managers can create a more supportive and motivating work environment, ultimately leading to improved performance.
- Theoretical Suggestions:
  Theoretically, delving deeper into the role of organizational motivation and culture can provide valuable insights. Research is needed to understand how these factors influence employee performance, particularly in superior-subordinate interaction and specific divisions. Studying how an organization's culture is interpreted and implemented within different teams can reveal unique dynamics that influence performance. By exploring these areas, the company can gain a more comprehensive understanding of employee behavior and develop targeted strategies for improvement.

In short, by applying practical advice and deepening theory about influencing factors in employee performance, the company can increase the effectiveness of management source power and achieve better organizational objectives.

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