

Unpacking Employee Performance: The Role of Leadership, Work Culture, and Motivation in Indonesia's Coffee Industry

Juniar Rizka Isnaini^{1*)}, Rahmania Mustahidda²⁾

^{1,2}Sekolah Tinggi Ilmu Ekonomi Totalwin Semarang, Indonesia

DOI: <https://doi.org/10.32939/qwigggk11>

E-Journal Al-Dzahab

Vol. 7 Issue 2

September 2026

Pp. 262-273

Article Information:

Received: Apr 2, 2026

Revised: July 24, 2026

Accepted: July 28, 2026

Keywords:

Leadership Style;
Organizational Culture; Work
Motivation; Employee
Performance

Correspondent:

juniarrizka29@gmail.com

ABSTRACT

Purpose: This study aims to examine the effect of leadership style, organizational culture, and work motivation on employee performance at PT. Fore Kopi Indonesia, Semarang.

Design/Methodology/Approach: A quantitative research design was adopted, involving a population of 130 employees. Using proportionate stratified random sampling, a sample of 103 respondents was determined. Data were analyzed using multiple linear regression analysis with SPSS version 25.

Findings: The results indicate that leadership style has no significant effect on employee performance ($t = 0.612$, $p > 0.05$). Conversely, organizational culture ($t = 7.845$, $p < 0.001$, $\beta = 1.350$) and work motivation ($t = 3.214$, $p = 0.002$, $\beta = 0.240$) demonstrate positive and significant effects on employee performance. The coefficient of determination ($R^2 = 0.686$) shows that 68.6% of the variance in employee performance is explained by the three independent variables, while the remaining 31.4% is attributed to other unexamined factors.

Research Implications: This study is confined to a single organizational context, which may limit the generalizability of findings. Future research should incorporate additional variables and broader samples across multiple organizations. Management should prioritize strengthening organizational culture through open communication and accountability, while implementing structured recognition and reward systems to enhance work motivation, as these factors are more influential than leadership style in driving performance. This study contributes empirical evidence from Indonesia's emerging coffee retail industry, demonstrating that organizational culture and work motivation—rather than leadership style—are the primary drivers of employee performance in this specific context.

This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.



INTRODUCTION

Human resources (HR) are widely recognized as the most critical asset in organizations because they drive all activities and optimize other resources such as capital, technology, and information (Majid et al., 2021; Rafie et al., 2020). While many studies have examined the role of HR in improving employee performance, the literature remains inconclusive regarding the relative influence of leadership style, organizational culture, and work motivation. Some studies emphasize leadership as a decisive factor, while others highlight culture or motivation as stronger predictors. Moreover, most prior research has focused on large-scale corporations or manufacturing industries, leaving service-oriented businesses underexplored.

This unresolved debate creates a research gap: it is still unclear which factors most strongly drive employee performance in the food and beverage sector, particularly in Indonesian contexts. Addressing this gap, the present study investigates the direct effects of leadership style, organizational culture, and work motivation on employee performance at PT Fore Kopi Indonesia, Semarang branch. By focusing on this sector, the study contributes to clarifying inconsistent findings in the literature and provides both theoretical and practical insights into performance management.

The crucial role of human resources in an organization lies not only in the number of employees, but also in their quality. Quality human resources can increase productivity, create innovation, and help organizations adapt to increasingly dynamic environmental changes (Basyid, 2024). Therefore, the success of an organization is largely determined by the extent to which it is able to optimally manage and develop its human resources. In the context of organizational management, the quality of human resources is often reflected in the level of employee performance (Ady & Wijono, 2020). High or low employee performance will directly impact the achievement of organizational goals, both in terms of productivity, efficiency, and service quality. Therefore, efforts to improve employee performance are crucial because good performance reflects the effectiveness of HR management within an organization (Fitriawati & Akbar, 2023).

One of the things that really shapes how employees perform is the way their leaders handle them. Leadership isn't just about giving orders; it's more about how someone can inspire, guide, and push others so they feel motivated to work together toward the same goals. In everyday practice, the leader's style becomes the spark that keeps the team moving in the right direction (Andewi et al., 2022). Leadership lies in its role as a direction-setter, decision-maker, and motivator within an organization. Good leadership can boost morale, create effective teamwork, and encourage optimal performance. Without effective leadership, organizational goals will be difficult to achieve optimally (Ratnasari & Sutjahjo, 2021). Looking at previous studies, Ratnasari & Sutjahjo (2021), together with Andewi et al. (2022), found that leadership style plays a strong and positive role in shaping employee performance. Their findings highlight that the way leaders manage, guide, and motivate their teams can significantly boost outcomes. On the other hand, Situmorang et al. (2021) came to a different conclusion, showing that leadership style did not have a measurable impact on performance.

Work culture is one of those elements that can really shape how employees perform. It's basically the shared values, habits, and norms inside an organization that guide how people behave day to day (Firjatullah et al., 2023). When the culture is positive, it creates a healthy atmosphere, builds responsibility, and makes teamwork easier. Employees tend to be more disciplined, loyal, and focused on goals. But if the culture is weak, it often sparks conflict, lowers motivation, and slows productivity (Rafie et al., 2020). Some studies, like those by Rafie et al. (2020) and Fitriawati & Akbar (2023), show that work culture has a strong positive impact on performance. Interestingly, Kaesang et al. (2021) found the opposite: work culture didn't really affect performance. This difference suggests that the role of culture might depend on the specific organizational setting.

Another aspect that shapes how employees perform is their level of motivation. Motivation can come from inside the person or from external factors, and it works like a driving force that makes them carry out tasks with energy and enthusiasm (Fitriawati & Akbar, 2023). It plays a crucial role in how much effort someone is willing to put in to reach the goals set by the company. In fact, Ratnasari & Sutjahjo (2021) point out that motivation often determines whether employees push themselves harder or just do the minimum. Highly motivated employees demonstrate dedication, perseverance, and a willingness to work harder. Without adequate motivation, employees tend to perform poorly and achieve less than optimal results. Therefore, work motivation is a crucial factor in increasing productivity and achieving maximum performance (Ady & Wijono, 2020). Looking at previous studies, the findings on work motivation are not all the same. Research by Fitriawati & Akbar (2023) and Ratnasari & Sutjahjo (2021) demonstrated that work motivation has a positive and significant impact on employee performance. In other words, higher motivation tends to lead to better performance. However, Situmorang et al. (2021) reported a different outcome, showing that work motivation does not affect employee performance.

This inconsistency highlights a research gap: it remains unclear under what conditions motivation exerts a strong influence on performance and when its effect becomes negligible. Addressing this gap, the present study investigates motivation alongside leadership style and organizational culture within the food and beverage sector in Indonesia. By situating motivation in relation to other organizational variables, the study aims to clarify the mixed findings in the literature and provide a more integrated understanding of employee performance drivers.

PT. Fore Kopi Indonesia is a company engaged in the field of coffee-based beverages, which was founded in 2018 in Jakarta with the vision of providing high-quality coffee that is easily accessible to urban communities. PT. Fore Kopi Indonesia has a modern concept demonstrated through the use of digital technology in ordering and customer service. As it develops, PT. Fore Kopi Indonesia has succeeded in expanding its outlet network to various major cities in Indonesia, including Semarang City, by opening several branches in strategic locations such as shopping centers and office areas, which is also evidence of the company's expansion into the Central Java region to reach consumers with a modern lifestyle and provide the experience of enjoying coffee in a minimalist and warm interior atmosphere.

This research focused on seven branches of PT. Fore Kopi Indonesia located in Semarang City, namely PT. Fore Kopi Indonesia Paragon City Mall located at Paragon City Mall, Jl. Pemuda No. 118, Sekayu, Central Semarang; PT. Fore Kopi Indonesia DP Mall Semarang, located at DP Mall, Jl. Pemuda No. 150, Sekayu, Central Semarang; PT. Fore Kopi Indonesia Setiabudi (Banyumanik) at Jl. Setia Budi No. 58, Sumurboto, Banyumanik; PT. Fore Kopi Indonesia Anjasmoro located at Jl. Anjasmoro Raya, Karangayu, West Semarang; PT. Fore Kopi Indonesia Gayamsari located at Jl. Brigjen Sudiarto No. 127, Gayamsari; PT. Fore Kopi Indonesia Graha Rimba (Mugassari) located at Jl. Pahlawan, Mugassari, South Semarang; and PT. Fore Kopi Indonesia Citadel Square Ngaliyan, located in the Citadel Square area, Jl. Prof. Dr. Hamka, Ngaliyan, Semarang City.

This research focuses on the phenomenon of achieving sales targets at PT. Fore Kopi Indonesia as an indicator of employee performance. In January 2026, the company set a sales target of 9,000 cups for each of the seven branches of PT. Fore Kopi Indonesia operating in Semarang City. The target was set to encourage employees to work optimally in meeting the performance standards set by the company. However, based on sales realization data, it appears that not all branches were able to achieve the predetermined targets, resulting in differences in performance achievements between branches. The sales data for the seven branches of PT. Fore Kopi Indonesia operating in Semarang City can be seen in the following table:

Table 1. Realization of Sales Targets for January 2026

No	PT. Fore Kopi Indonesia Branch	Target (Cup)	Realization (Cup)	Percentage (%)	Information
1	Paragon City Mall	9,000	8,700	96,67%	Not achieved
2	DP Mall Semarang	9,000	9,500	105,56%	Achieved
3	Setiabudi (Banyumanik)	9,000	9,200	102,22%	Achieved
4	Anjasmoro	9,000	8,300	92,22%	Not achieved
5	Gayamsari	9,000	8,900	98,89%	Not achieved
6	Graha Rimba (Mugassari)	9,000	9,100	101,11%	Achieved
7	Citadel Square Ngaliyan	9,000	8,600	95,56%	Not achieved

Source: Sales Data of PT. Fore Kopi Indonesia, processed in 2026

Based on the table of sales targets and realizations for January 2026, PT. Fore Kopi Indonesia Paragon City Mall branch has a sales target of 9,000 cups with a sales realization of 8,700 cups, so the achievement rate is 96,67 percent and is declared unachieved. The PT. Fore Kopi Indonesia DP Mall Semarang branch has a sales target of 9,000 cups with a realization of 9,500 cups, so the achievement rate is 105,56 percent and is declared achieved. The PT. Fore Kopi Indonesia Setiabudi (Banyumanik) branch shows a sales realization of 9,200 cups from the target of 9,000 cups, with an achievement rate of 102,22 percent and is declared achieved.

Furthermore, PT. Fore Kopi Indonesia Anjasmoro branch had a sales realization of 8,300 cups from a target of 9,000 cups, so the achievement level was 92.22 percent and was declared unachieved. PT. Fore Kopi Indonesia Gayamsari branch recorded a sales realization of 8,900 cups from a target of 9,000 cups with an achievement level of 98.89 percent, so that the target had not been achieved. PT. Fore Kopi Indonesia Graha Rimba (Mugassari) branch had a sales realization of 9,100 cups from a target of 9,000 cups with an achievement level of 101.11 percent and was declared achieved. Meanwhile, PT. Fore Kopi Indonesia Citadel Square Ngaliyan branch recorded a sales realization of 8,600 cups from a target of 9,000 cups, with an achievement level of 95.56 percent and was declared unachieved. The difference in sales target achievement between branches reflects the inequality of employee performance within PT. Fore Kopi Indonesia in Semarang City. This phenomenon indicates that employee performance factors have an important role in supporting the success of achieving the company's sales targets.

The novelty of this study lies in its focus on a rapidly expanding coffee chain in Indonesia, where employee performance is directly tied to sales targets. Unlike prior research that often generalized across industries or examined variables in isolation, this study simultaneously tests leadership style, work culture, and motivation within one organizational setting. By situating the analysis in PT. Fore Kopi Indonesia, the research clarifies inconsistent findings in earlier studies and provides fresh insights into performance management in service-oriented businesses. This contextual approach not only strengthens theoretical understanding but also offers practical guidance for companies in the food and beverage sector facing similar challenges.

LITERATURE REVIEW

Social Exchange Theory

Social Exchange Theory (SET) provides a theoretical foundation for explaining the relationship between leadership, work culture, motivation, and employee performance. The theory suggests that workplace relationships develop through reciprocal exchanges between employees and the organization. When employees receive positive treatment, support, trust, recognition, and fair treatment from their leaders and work environment, they tend to reciprocate through positive attitudes and behaviors toward the organization (Cropanzano & Mitchell, 2005). In this study, effective leadership and a supportive work culture are viewed as positive social resources that can encourage employees to increase their motivation and contribute greater effort to their work. Higher motivation is subsequently expected to encourage better employee performance. Thus, SET explains that positive organizational treatment can generate reciprocal employee responses in the form of greater motivation and improved performance.

The Effect of Leadership on Employee Performance

Effective leadership provides direction, support, recognition, and clear communication that can encourage employees to contribute more effectively. Based on Social Exchange Theory (SET), positive treatment from leaders encourages employees to reciprocate through positive work behaviors and greater performance (Cropanzano & Mitchell, 2005). Empirically, Fakhri et al. (2020) and Haryadi et al. (2021) found that leadership positively influences employee performance. In the coffee industry, supportive and effective leadership is therefore expected to encourage employees to improve their work performance.

H1: Leadership has a positive and significant effect on employee performance

The Effect of Work Culture on Employee Performance

A positive work culture creates shared values and norms that encourage cooperation, responsibility, discipline, and commitment. From the SET perspective, employees who experience a supportive work environment tend to reciprocate through positive behaviors and greater contributions to the organization (Cropanzano & Mitchell, 2005). Previous studies by Tukan et al. (2022) and Gunawan et al. (2022) demonstrate that work culture has a positive effect on employee performance. Accordingly, a supportive work culture in the coffee industry is expected to improve employee performance.

H2: Work culture has a positive and significant effect on employee performance

The Effect of Motivation on Employee Performance

Motivation encourages employees to exert greater effort, persistence, and commitment in completing their tasks. Consistent with SET, employees who experience positive organizational conditions are likely to reciprocate through greater effort and contribution (Cropanzano & Mitchell, 2005). Empirical studies by Wulandany et al. (2023) and Izzatur and Indayani (2024) show that motivation positively affects employee performance. Therefore, highly motivated employees in the coffee industry are expected to demonstrate better performance.

H3: Motivation has a positive and significant effect on employee performance

METHODS

This study used a quantitative approach with a survey method to examine the effects of leadership style, work culture, and work motivation on employee performance. The population consisted of 130 employees of PT Fore Kopi Indonesia in Semarang, Indonesia. A total of 103 employees were selected using proportionate stratified random sampling. This sample size was considered adequate for multiple regression analysis with three independent variables (Basuki & Prawoto, 2017). Data were collected using a questionnaire with a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The study included leadership style (X1), work culture (X2), and work motivation (X3) as independent variables and employee performance (Y) as the dependent variable. Leadership style was measured by analytical ability, courage, communication, listening ability, and firmness; work culture by habits, regulations, and values; work motivation by facilities, achievement, remuneration, recognition, and working conditions; and employee performance by work quality, work quantity, timeliness, and cooperation. The questionnaire was pilot-tested with 30 employees outside the main sample. Validity was assessed using product-moment correlation, while reliability was tested using Cronbach's alpha.

Data were analyzed using multiple linear regression with the equation $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$. Before regression analysis, normality, multicollinearity, and heteroscedasticity tests were conducted. The F-test was used to assess the overall model, while the t-test was used to examine the individual effects of each independent variable. The coefficient of determination (R^2) was used to assess the explanatory power of the model, with a significance level of 5% ($p < 0.05$). To reduce common method bias, respondents were assured of anonymity and confidentiality, and Harman's single-factor test was used as an additional diagnostic procedure (Podsakoff et al., 2003).

RESULT

Validity and Reliability Tests

Before testing the hypotheses, the validity and reliability of the research instrument were assessed. The validity test was conducted using the Pearson product-moment correlation. With 103 respondents, the critical r-value at the 5% significance level was 0.195. All questionnaire

items had correlation coefficients greater than 0.195, indicating that all items were valid. Reliability was assessed using Cronbach's Alpha, with 0.70 as the minimum acceptable value. The results show that all constructs exceeded this threshold, indicating satisfactory internal consistency.

Table 2. Validity and Reliability Tests

Variable	Critical r-value	Validity	Cronbach's Alpha	Reliability
Leadership Style (X1)	0.195	Valid	0.870	Reliable
Work Culture (X2)	0.195	Valid	0.890	Reliable
Work Motivation (X3)	0.195	Valid	0.850	Reliable
Employee Performance (Y)	0.195	Valid	0.910	Reliable

Source: Data processed using IBM SPSS Statistics 26 (2026)

The results demonstrate that the measurement instruments used in this study meet the required validity and reliability criteria. Therefore, the data were considered appropriate for further statistical analysis (Basuki & Prawoto, 2017).

Classical Assumption Tests

Before conducting multiple linear regression, classical assumption tests were performed to ensure that the regression model met the basic statistical requirements. Normality was assessed using the Kolmogorov–Smirnov test, multicollinearity was examined using tolerance and Variance Inflation Factor (VIF), and heteroscedasticity was tested using the Glejser test.

Table 3. Classical Assumption Test Results

Test	Indicator	Result	Decision
Normality	Kolmogorov–Smirnov Sig.	0.059	Normal
Multicollinearity	Leadership Style – Tolerance	> 0.10	No multicollinearity
	Leadership Style – VIF	< 10.00	No multicollinearity
	Work Culture – Tolerance	> 0.10	No multicollinearity
	Work Culture – VIF	< 10.00	No multicollinearity
	Work Motivation – Tolerance	> 0.10	No multicollinearity
	Work Motivation – VIF	< 10.00	No multicollinearity
Heteroscedasticity	Glejser Sig.	> 0.05	No heteroscedasticity

Source: Data processed using IBM SPSS Statistics 26 (2026)

The Kolmogorov–Smirnov significance value of 0.059 exceeds 0.05, indicating that the residuals were normally distributed. The tolerance and VIF values also met the recommended criteria, indicating that the independent variables did not exhibit multicollinearity. Furthermore, all significance values from the Glejser test were above 0.05, indicating no evidence of heteroscedasticity. Thus, the regression model satisfied the classical assumptions.

Multiple Linear Regression Analysis

Multiple linear regression was conducted to examine the effects of leadership style, work culture, and work motivation on employee performance.

Table 4. Multiple Linear Regression Results

Variable	Regression Coefficient (B)	t-value	Sig.	Decision
Constant	5.928	—	—	—
Leadership Style (X1)	0.044	0.742	0.460	Not significant
Work Culture (X2)	1.350	8.679	0.000	Significant
Work Motivation (X3)	0.240	4.410	0.000	Significant

Source: Data processed using IBM SPSS Statistics 26 (2026)

The estimated regression equation is:

$$Y = 5.928 + 0.044X_1 + 1.350X_2 + 0.240X_3 + \varepsilon$$

The regression equation indicates that leadership style, work culture, and work motivation have positive regression coefficients. Work culture has the largest unstandardized coefficient ($B = 1.350$), followed by work motivation ($B = 0.240$) and leadership style ($B = 0.044$). However, the positive coefficient of leadership style is not statistically significant,

whereas work culture and work motivation have significant positive effects on employee performance. These results suggest that employee performance at PT Fore Kopi Indonesia Semarang is more strongly associated with work culture and work motivation than with leadership style.

Coefficient of Determination

The R^2 value of 0.686 indicates that leadership style, work culture, and work motivation collectively explain approximately 68.6% of the variance in employee performance. The remaining 31.4% may be explained by other factors not included in the model, such as compensation, workload, job satisfaction, work discipline, or the work environment.

Hypothesis Testing

Partial Test (t-Test)

The t-test was conducted to determine the partial effect of job involvement, job characteristics, and organizational commitment on employee job performance. The results of the t-test are presented in Table 4.

Table 5. Partial Test Results (t-Test)

Hypothesis	Relationship	t-value	t-table	Sig.	Result
H1	Leadership Style → Employee Performance	0.742	1.66039	0.460	Rejected
H2	Work Culture → Employee Performance	8.679	1.66039	0.000	Supported
H3	Work Motivation → Employee Performance	4.410	1.66039	0.000	Supported

Source: Data processed using IBM SPSS Statistics 26 (2026)

The table above presents the results of the partial hypothesis testing using the t-test. At a 5% significance level, the critical t-value is 1.66039. A hypothesis is supported when the calculated t-value exceeds the critical value and the significance value is below 0.05. For H1, the relationship between leadership style and employee performance produces a t-value of 0.742, which is lower than the t-table value of 1.66039, with a significance value of $0.460 > 0.05$. Therefore, H1 is rejected. This indicates that leadership style does not have a statistically significant effect on employee performance. Although the regression coefficient is positive ($B = 0.044$), the effect is too weak to be considered statistically significant. For H2, the relationship between work culture and employee performance produces a t-value of 8.679, which is substantially higher than the t-table value of 1.66039, with a significance value of $0.000 < 0.05$. Therefore, H2 is supported. This finding indicates that work culture has a positive and statistically significant effect on employee performance. A stronger and more supportive work culture is associated with higher employee performance. For H3, the relationship between work motivation and employee performance produces a t-value of 4.410, which is higher than the t-table value of 1.66039, with a significance value of $0.000 < 0.05$. Therefore, H3 is supported. This result indicates that work motivation has a positive and statistically significant effect on employee performance. Employees with higher levels of motivation tend to demonstrate better performance. Overall, the findings show that work culture and work motivation significantly contribute to employee performance, whereas leadership style does not show a significant direct effect. Among the three predictors, work culture has the strongest statistical evidence based on its t-value, followed by work motivation.

Simultaneous Test (F-Test)

The F-test was conducted to determine whether leadership style, work culture, and work motivation jointly explain employee performance.

Table 6. Simultaneous Test Results (F-Test)

Model	F-value	F-table	Sig.	Decision
Regression	72.008	2.70	0.000	Significant

Source: Data processed using IBM SPSS Statistics 26 (2026)

The F-test produced an F-value of 72.008, which is substantially higher than the critical value of 2.70, with a significance level of $0.000 < 0.05$. Therefore, the regression model is statistically significant, indicating that leadership style, work culture, and work motivation jointly have a significant effect on employee performance.

DISCUSSION

The findings indicate that leadership style does not significantly influence employee performance. Although effective leadership is generally expected to provide direction, support, and recognition, its influence may depend on the organizational context and how employees perceive and respond to leadership practices. From the perspective of Social Exchange Theory (SET), positive interactions between leaders and employees can encourage reciprocal positive behaviors; however, these exchanges do not always result in immediate performance improvements (Cropanzano & Mitchell, 2005). In the context of PT Fore Kopi Indonesia, employees may perform their daily tasks based more on standardized procedures, service guidelines, teamwork, and established work routines than on the leadership style of individual supervisors. This finding differs from Fakhri et al. (2020), who found that leadership significantly influenced employee performance, and Haryadi et al. (2021), who reported a positive relationship between transformational leadership and employee performance. The difference may reflect the characteristics of the coffee industry, where operational standards and routine customer-service activities can reduce the direct influence of leadership style on employees' immediate performance. Therefore, leadership may contribute indirectly through other factors, such as motivation, organizational commitment, or work culture, rather than directly determining employee performance.

The findings show that work culture has a positive and significant influence on employee performance, indicating that a stronger organizational culture is associated with better employee performance. This finding is consistent with Social Exchange Theory, which suggests that employees tend to reciprocate positive treatment and supportive social conditions within the organization through constructive behaviors and greater contributions (Cropanzano & Mitchell, 2005). In the context of PT Fore Kopi Indonesia, work culture is reflected in daily practices such as discipline, teamwork, cleanliness, adherence to procedures, and customer orientation. These shared habits and values provide employees with clear behavioral expectations and encourage them to perform their responsibilities consistently. The finding is consistent with previous research by Tukan et al. (2022) and Sahmalay et al. (2022), which found that work culture positively contributes to employee performance. Thus, a strong and consistently implemented work culture can become an important organizational mechanism for improving employee performance, particularly in the service-oriented coffee industry.

The findings also demonstrate that work motivation positively and significantly influences employee performance. This result indicates that employees who have stronger motivation tend to demonstrate greater effort, responsibility, persistence, and commitment in performing their tasks. From the perspective of Social Exchange Theory, employees who perceive recognition, appropriate rewards, supportive working conditions, and other positive organizational experiences may reciprocate by contributing greater effort to the organization (Cropanzano & Mitchell, 2005). This interpretation is supported by recent empirical studies. Wulandany et al. (2023) and Putri and Andriani (2024) found that work motivation significantly contributes to employee performance, while Laathi'fah and Noekent (2024) similarly demonstrated the importance of motivation in improving employee performance. In the coffee industry, motivation is particularly important because employees are directly involved in customer service, product preparation, teamwork, and maintaining service standards. Motivated employees are therefore more likely to demonstrate enthusiasm and

consistency in completing their responsibilities, which ultimately contributes to better performance.

Overall, the findings indicate that work culture and work motivation are important factors associated with employee performance, whereas leadership style does not show a significant direct relationship with performance. These findings provide partial support for Social Exchange Theory because employees appear to respond more strongly to the immediate organizational environment and motivational conditions than to leadership style alone. A positive work culture provides shared norms and supportive social conditions, while motivation encourages employees to translate these conditions into greater effort and performance. The insignificant role of leadership further suggests that the influence of organizational factors may vary according to the characteristics of the industry and the nature of employees' work. In the coffee industry, where operational procedures, teamwork, service standards, and daily routines are highly important, work culture and motivation may have a more direct role in shaping employee performance. This finding highlights the importance of developing a supportive organizational culture and maintaining employee motivation as practical strategies for improving performance.

CONCLUSION

This study concludes that work culture and work motivation significantly contribute to employee performance, while leadership style does not have a significant direct effect. The findings indicate that employees at PT Fore Kopi Indonesia Semarang are more responsive to the organizational culture and motivational conditions surrounding their daily work than to leadership style alone. A positive work culture characterized by discipline, teamwork, shared values, and customer orientation can encourage employees to perform their tasks more effectively. Likewise, appropriate motivation through recognition, remuneration, achievement, facilities, and supportive working conditions can strengthen employees' willingness to contribute and achieve organizational goals. From the perspective of Social Exchange Theory, these findings suggest that employees tend to reciprocate positive organizational experiences through greater effort and improved performance. However, the insignificant role of leadership indicates that positive leader–employee relationships do not necessarily translate directly into higher performance and may depend on other organizational factors. Overall, the study highlights the importance of strengthening work culture and maintaining employee motivation as key approaches to improving employee performance in Indonesia's coffee industry.

REFERENCES

- Ady, F., & Wijono, D. (2020). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Maksipreneur*, II (2), 101–112.
- Armstrong, M., & Taylor, S. (2020). Human Resource Management Practices And Employee Performance. *Asia Pacific Journal Of Human Resources*, 58(3), 365–384.
- Andewi, K. R. S., Suarjana, I. W., & Putra, B. N. K. (2022). Pengaruh Gaya Kepemimpinan, Budaya Kerja Dan Karakteristik Individu Terhadap Kinerja Karyawan Di Kantor Camat Busungbiu. *Jurnal Emas*, 3(November), 137–150.
- Bariyyah, S., & Kusjono, G. (2024). Pengaruh Gaya Kepemimpinan Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Glacier Manufaktur Indonesia Cabang Cikupa. *Jurnal Ilmiah Mahasiswa*, 4(2), 39–44.
- Basuki, A. T., & Prawoto, N. (2017). *Analisis regresi dalam penelitian ekonomi dan bisnis: dilengkapi dengan aplikasi SPSS dan EViews*. Rajawali Pers.
- Basyid, A. (2024). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Manajerial Dan Bisnis*, 7(1), 39–43.

- Budiono, A., & Santoso, A. (2020). Performance evaluation of employees in Summit Oto Finance Semarang. *Journal of Applied Business Administration*, 4(2), 181–189. <https://doi.org/10.30871/jaba.v4i2.2057>
- Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2019). *Organizational Behavior: Improving Performance And Commitment In The Workplace*. McGraw-Hill.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2019). Workplace Stress, Job Performance, And Organizational Commitment. *Journal Of Business Research*, 99, 123–133.
- Eisenberger, R., Rhoades, L., & Shanock, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 101–124. <https://doi.org/10.1146/annurev-orgpsych-012119-044917>
- Fakhri, M., Pradana, M., Syarifuddin, S., & Suhendra, Y. (2020). Leadership style and its impact on employee performance at Indonesian National Electricity Company. *The Open Psychology Journal*, 13, 321–325. <https://doi.org/10.2174/1874350102013010321>
- Firjatullah, J., Wolor, C. W., & Marsofiyati. (2023). Pengaruh Motivasi Kerja, Budaya Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2(1), 01–10.
- Fitriawati, P., & Akbar, I. R. (2023). Pengaruh Budaya Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Cv Gracia Deo Tangerang Selatan. *Journal Of Research And Publication Innovation*, 1(3), 894–903.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate Dengan Program Ibm Spss*. Badan Penerbit Universitas Diponegoro.
- Ginting, E., Nurhayati, P., & Sukmawati, A. (2024). The Role Of Leadership Style And Organizational Culture In Enhancing Employee Performance. *Jurnal Penelitian Pendidikan Indonesia*, 10(3), 1037–1047.
- Gunawan, A., Wahyuni, N., Baridzualdi, B., Katili, P. B., Setiawan, H., & Yulianti, N. (2022). Effect of job satisfaction, employee engagement, and work culture on employee performance during the Covid-19 pandemic. *Journal of Systems Engineering and Management*.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis*. Cengage Learning.
- Haleem, A., Sharafizad, J., & Nielsen, K. (2024). Employee Motivation And Performance: Evidence From Global Service Industries. *International Journal Of Human Resource Studies*, 14(2), 88–104.
- Handoko, T. H. (2016). *Manajemen Personalia Dan Sumber Daya Manusia*. Bpfe.
- Haryadi, D., Prahiawan, W., Nupus, H., & Wahyudi, W. (2021). Transformational leadership, training, dan employee performance: Mediasi organizational citizenship behavior dan job satisfaction. *Ultima Management: Jurnal Ilmu Manajemen*, 13(2), 304–323. <https://doi.org/10.31937/manajemen.v13i2.2311>
- Haryoto, C. (2024). Work motivation as an intervening variable of organizational culture, compensation, and employee performance. *Educational Administration: Theory and Practice*, 30(4), 8474–8887. <https://doi.org/10.53555/kuey.v30i4.2739>
- Hasibuan, M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hasing, W. F., & Sulkarnain. (2019). Pengaruh Budaya Kerja, Kompensasi Dan Etos Kerja Terhadap Kinerja Karyawan Pada Pt. Telkom Indonesia. *Jurnal Balanca*, 1(2), 238–258.
- Islam, M. N., Hossain, S. F. A., & Cabral, P. M. F. (2025). Motivation Styles Of Leaders And Organizational Performance. *Frontiers In Organizational Psychology*, 3, 45–59.

- Izzatur, A., & Indayani, L. (2024). Motivation drives employee performance through insights from an Indonesian study. *Academia Open*, 9(1). <https://doi.org/10.21070/acopen.9.2024.8241>
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2017). Job Attitudes, Job Satisfaction, And Job Performance. *Journal Of Applied Psychology*, 102(3), 356–374.
- Kaesang, S. V., Pio, R. J., & Tatimu, V. (2021). Pengaruh Budaya Kerja Dan Motivasi Terhadap Kinerja Karyawan. *Journal Productivity*, 2(5), 391–396.
- Kim, W. G., Leong, J. K., & Lee, Y. K. (2019). Effect Of Service Orientation On Job Satisfaction And Organizational Commitment. *International Journal Of Hospitality Management*, 76(2), 10–20.
- Kurniawan, M. (2020). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Jurnal Ilmiah Manajemen Bisnis Dan Terapan*, 15(1), 33–48.
- Laathi'fah, S. U., & Noekent, V. (2024). Compensation, work stress, and employee performance: The mediating role of work motivation in industrial companies. *Management Analysis Journal*, 13(2), 235–244. <https://doi.org/10.15294/maj.v13i2.9136>
- Luthans, F. (2011). *Organizational Behavior*. McGraw-Hill.
- Majid, A., Lukman, A., & Elvina, H. (2021). Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Moderasi. *Jurnal Analisis Sistem Pendidikan Tinggi*, 5(1), 9–16.
- Mangkunegara, A. A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Mathis, R. L., & Jackson, J. H. (2016). *Human Resource Management*. Salemba Empat.
- Nguyen, H. T., Nguyen, L. T., & Tran, Q. T. (2020). The Impact Of Organizational Culture On Employee Performance. *Journal Of Asian Finance, Economics And Business*, 7(11), 1121–1129.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources Of Method Bias In Social Science Research. *Annual Review Of Psychology*, 63, 539–569.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879–903. <https://doi.org/10.1037/0021-9010.88.5.879>
- Putri, A. E., & Andriani, D. (2024). Motivation trumps placement as the key to boosting employee performance in Indonesia. *Academia Open*, 9(1). <https://doi.org/10.21070/acopen.9.2024.8051>
- Rafiie, D. S., Azis, N., & Idris, S. (2020). Pengaruh Kompetensi, Gaya Kepemimpinan, Budaya Kerja Dan Motivasi Kerja Terhadap Kepuasan Kerja Pegawai Dan Dampaknya Terhadap Kinerja Pegawai Kantor Kementerian Agama Kabupaten Aceh Barat. *Jurnal Magister Manajemen*, 2(1), 36–45.
- Ratnasari, S. L., & Sutjahjo, G. (2021). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Motivasi, Dan Motivasi Kerja Terhadap Kinerja Pegawai. *Jurnal Manajemen, Organisasi, Dan Bisnis*, 1(4), 593–602.
- Riwanda, A., Loliyana, R., & Helmita. (2025). The Effect Of Work Motivation And Work Stress On Employee Performance At Perum Damri Lampung. *International Journal Of Education, Social Studies, And Management (IJESSM)*, 5(3), 1487–1499.
- Robbins, S. P., & Judge, T. A. (2017). *Perilaku Organisasi*. Salemba Empat.
- Sahmalay, E. B., Manurung, L., & Wibowo, S. (2022). Effect of performance allowances and work culture on employee performance at the Directorate of Operations of the National

- Search and Rescue Agency. *DIA: Jurnal Administrasi Publik*, 20(2), 186–195. <https://doi.org/10.30996/dia.v20i02.6620>
- Salsabila, A. P., & Hetami, A. A. (2022). The influence of democratic leadership style and work culture on employee performance at PT AEL Indonesia in Sangatta. *The Management Journal of Binaniaga*, 7(2), 93–104. <https://doi.org/10.33062/mjb.v7i2.2>
- Samsuddin, H., Yulia, R., Suharmono, S., Rijal, S., Yanto, A., & Rukmana. (2023). Employee Performance And Motivation. *International Journal Of Management Research And Economics*, 1(4), 39–45.
- Sembiring, R., & Winarto, N. S. R. S. (2020). Pengaruh Budaya Kerja Dan Komitmen Terhadap Kinerja Karyawan (Studi Kasus Pada Perawat Di Rumah Sakit Milik Pemerintah). *Jurnal Ilmiah Methonomi*, 6(1), 21–30.
- Situmorang, L. L., Purba, M. I., Naibaho, K. M., Sinaga, M., & Roulina, R. (2021). Gaya Kepemimpinan, Kedisiplinan, Dan Motivasi Terhadap Kinerja Karyawan. *Jurnal Penelitian Dan Pengembangan Sains Dan Humaniora*, 5(2), 176–185.
- Springer, A., & Lee, J. (2024). Exploring The Impact Of Leadership Styles On Organizational Effectiveness: The Mediating Role Of Motivation And Engagement. *Journal Of Organizational Effectiveness*, 11(1), 22–39
- Sukartini, & Gaol, P. L. (2022). Pengaruh Budaya Kerja Terhadap Kinerja Pegawai Pada Kelurahan Pejagalan, Kota Administrasi Jakarta Utara. *Jurnal Sumber Daya Aparatur*, 4(2), 43–52.
- Sumarjiansyah, N. A., Peristiowati, Y., Sumarji, S., & Setyawan, W. H. (2025). Examining The Effects Of Employee Loyalty, Work Discipline, And Intrinsic Motivation On Employee Performance: A Case Study Of Puskesmas In Nganjuk Regency, Indonesia. *International Journal Of Advanced And Applied Sciences*, 12(7), 47–54.
- Sutrisno, E. (2019). Manajemen Sumber Daya Manusia. Kencana.
- Wibowo. (2017). Manajemen Kinerja. Rajagrafindo Persada.
- Tukan, A. P. A., Suryani, N. N., & Mustika, I. N. (2022). Pengaruh budaya kerja dan lingkungan kerja fisik terhadap kinerja karyawan PT. Canning Indonesian Products. *EMAS: Jurnal Ekonomi, Manajemen dan Bisnis*, 3(2), 88–98. <https://doi.org/10.36733/emas.v3i2.4056>
- Wulandany, W., Ghiffari, R. I., & Rahmayanti, R. (2023). The effect of work environment and motivation on employee performance. *Management Analysis Journal*, 12(2), 187–191. <https://doi.org/10.15294/maj.v12i2.66819>
- Zhang, Y., Chen, L., & Wang, H. (2025). Organizational Culture And Employee Performance: A Cross-Industry Analysis. *Asia Pacific Journal Of Management*, 42(2), 311–329