



The impact of employee planning, organizational culture, and motivation integration on performance in Indonesian companies

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ABSTRACT

Article History

Received: 13 March 2026

Revised: 18 June 2026

Accepted: 31 July 2026

Published: 18 August 2026

Keywords

Engagement
Indonesia
Leadership
Productivity
SEM-PLS.

The purpose of this study is to analyse employee integration in human resource planning, organizational culture, and motivation towards performance. This research is urgent because many companies have not yet involved employees in a participatory and sustainable manner. Therefore, it is necessary to understand the relationship between employee integration, organizational culture, and motivation at work. This research approach uses a quantitative survey method. The sample comprised 240 employees selected through purposive sampling. The data collection technique used a questionnaire distributed to respondents, with a 5-point Likert-scale assessment. The analysis technique used Structural Equation Modeling-Partial Least Squares (SEM-PLS). The results show that employee integration in HR planning significantly affects work motivation ($\beta = 0.482$; $p < 0.05$) and employee performance ($\beta = 0.214$; $p < 0.05$). Organizational culture significantly affects employee performance ($\beta = 0.361$; $p < 0.05$). Motivation significantly affects employee performance on an ongoing basis ($\beta = 0.417$; $p < 0.05$). The R^2 value indicates 46.3% variation in work motivation and 58.7% variation in employee performance. The mediation test proves that work motivation significantly mediates the relationship between employee integration, organizational culture, and performance. In conclusion, the synergy between HR integration, organizational culture, and work motivation is key to improving employee performance sustainably. The practical implication of this study is that companies implement employee integration by strengthening organizational culture and motivation and incorporating it into policies.

Contribution/Originality: Contributions to the literature on employee integration, organizational culture, motivation, and performance. A novel SEM-PLS-based estimation methodology. One of the few studies investigating the mediation of work motivation. A key contribution is that employee integration and organizational culture simultaneously enhance performance. Documentation of an inclusive organizational culture in strengthening intrinsic motivation.

1. INTRODUCTION

1.1. Research Background

The world economy in the 21st century is uncertain; companies around the world are competing to improve their human resource (HR) management systems to face it (Arifin, Razali, & Kamal, 2024; Harney & Gubbins, 2024). In facing future economic problems, the role of employees in responsive and effective HR planning is needed, which is ready to build a sustainable organizational culture in the future (Alexandro, 2025; Ud Din, Tanveer, & Khan, 2025).

International Labour Organization (ILO) data shows that companies are currently facing problems in the global economic market, economic uncertainty, and the increasing role of technology (Mahmud, 2025). The economy and the role of technology also give rise to new problems, namely that there are 188 million, or 5.7%, unemployed people worldwide (Cuervo et al., 2024). The World Economic Forum report data shows that 54% of jobs are at risk of being affected by technology, so companies need to adjust their HR strategies and organizational culture to face future economic crises (Onsori, Gyurian Nagy, & Szabó-Szentgróti, 2025). Integrating employees into human resource planning is thought to increase a company's effectiveness in addressing future economic challenges. This has been implemented in many international companies, providing ongoing competency training and adapting employees to digital technology (Ncube, Sishi, & Skinner, 2025).

Companies today leverage technology to understand the market in real-time, predict market changes, and manage human resources (Venugopal, Madhavan, Prasad, & Raman, 2024). The company increased productivity planning by up to 20% and accelerated the hiring process by about 30% (Espinoza, Carazas, & Sierra-Liñan, 2025). However, problems arise because the workforce lacks a shared culture of technology use in Indonesia. This results in ineffective and unsustainable performance (Saputra et al., 2024). At the same time, multinational companies that focus on cultural diversity have seen a 19% increase in financial performance and are more effective and maintain sustainable performance motivation (Marino, Cabezas, Castanho, & Bartesaghi, 2025). Companies need to pay attention to organizational culture in Indonesia because there are differences in norms that can cause misunderstandings, conflicts, and have an impact on reducing employee motivation (Motsamai & Onyenankaya, 2025). Training on global culture and leadership motivation development programs is also very important to create a harmonious and productive work environment in planning (Altynbassov, Bayanbayeva, Tolegen, & Zhamankarin, 2024). A strong organizational culture embraces employee diversity, fostering trust and good motivation (Tanveer, Ud Din, Khan, Almurad, & Hasnin, 2025). Companies with well-thought-out planning and cultural engagement have 30% higher employee retention rates (Okatta, Ajayi, & Olawale, 2024). Companies need a comprehensive approach to workers from different backgrounds; companies must be able to understand cultural diversity, motivation, and long-term planning (Siripipatthanakul, Phaungsuwan, Jaipong, & Pholpong, 2024).

Companies and organizations in Indonesia face problems in developing quality human resources (Ichsan, Syahbudi, & Nst, 2023). This problem has an impact on unemployment which will increase to 5.86% of the workforce in 2023 (Adom, 2024). This rise in unemployment could destabilize the national economy, necessitating better human resource planning within the organizational culture. Employees can be motivated to perform consistently (Budiono & Purba, 2023). Companies need to integrate employees into human resource planning, which focuses on organizational culture and motivation that supports innovation and productivity (Alam, Jumady, Fajriah, Halim, & Hatta, 2024). According to data from the Indonesian Ministry of Manpower, only 21% of the active workforce has received motivational skills training, far lower than the national target of 30% (Vergara, del Toro, López, Urrego, & Luna, 2025). This highlights the importance of enhancing motivational training by companies for employees in preparing a sustainable workforce in line with technological developments.

Lack of employee involvement in organizational culture results in less-than-optimal performance (Tabatabaei, 2024). Field facts show that employees are still underappreciated and not involved in business strategy processes. Companies also lack employee motivation within the organization (Lukito et al., 2025). Therefore, companies need to implement a human resource management system that encourages participation and skills development and instills organizational culture (Figueiredo, Margaça, García, & Ribeiro, 2025). There is a need to strengthen organizational culture in Indonesia, taking into account local cultural diversity in motivating employees (Nopriyasman et al., 2024). Ethnic and cultural diversity in Indonesia presents challenges in building internal harmony in companies and organizations, so it is important to analyse employee integration, human resource planning, organizational culture and motivation in employee performance effectively and sustainably.

1.2. Research Questions

This study addresses several research questions, namely: 1) How does employee involvement in the human resource (HR) planning process affect a company's competitiveness in the globalization era? 2) What is the role of technology in supporting HR planning and employee competency development? 3) How does an inclusive and responsive organizational culture influence employee motivation, engagement, and retention? 4) How does the synergy between HR planning and strengthening organizational culture contribute to improving employee performance in a company?

1.3. Research Significance

In organizational development in companies, the role of human resource management (HRM) is crucial, influencing employee engagement in HR planning and organizational culture that can motivate employee performance sustainably. Employee engagement means actively participating in employee career development, workforce planning, and participating in decision-making regarding organizational goals. The theory of employee engagement in implementation provides a sense of ownership, increases engagement, and strengthens commitment to organizational goals, thus positively impacting overall performance (Okatta et al., 2024). With active employee involvement, career development can be achieved through decision-making related to organizational goals. Employee involvement theory, when applied, provides a sense of ownership that strengthens commitment to organizational goals, thus positively impacting employee performance (Wijaya, Rahardjo, Abdillah, & Riza, 2025). A strong work culture fosters positive norms such as innovation, teamwork, and support for organizational goals (Oh & Sabharwal, 2026). Previous research says that organizational culture has a positive and significant relationship with employee motivation and performance (Kusnadi, Hidayah, Pramono, & Sutopo, 2024). Other research confirms that organizational culture influences performance not directly but also through intermediary variables such as work motivation and employee engagement (Huynh & Nguyen, 2025). In sustainable human resource management, employee involvement in HR planning is one of the practices that supports the sustainability of organizations and companies in the future (Ahmad, Javed, Sharma, & Siddiqui, 2025). Previous research has found that HR practices that prioritize employee engagement, a pro-social work environment, and adequate resources create consistently improving jobs, consistent with the Job Demands-Resources model (Bardhan & Haque, 2025). Theoretically, employee engagement and a strong organizational culture improve employee motivation and performance. Organizations can design more inclusive HR policies, such as involving employees in career planning, providing ongoing training, implementing two-way feedback systems, and providing employee rewards (Rostami, Hatam, Bahrami, Rakhshan, & Shokri, 2025). These steps are seen as helping to maintain employee competency, increase long-term productivity, and create a work structure that is adaptive to the dynamics of modern business and the future economy.

1.4. Urgency, Gaps and Research Novelty

This research is urgent because Indonesian companies in the 21st century face challenges in managing human resources with the advent of digitalization and the dynamics of national and global job competition. Companies are required to increase productivity and maintain better employee performance in the long term. Integrating employees into human resource (HRM) planning and strengthening organizational culture are strategic factors that can improve employee motivation and performance in Indonesia. Lack of workforce training and the high need to adapt to technological developments widen the gap between employees from different cultural backgrounds. The diversity of cultures and workforce characteristics requires organizations to build a work culture that encourages employee engagement and commitment.

This research gap stems from the disparity between theory, expectations, and reality. Theory suggests that employee involvement in organizational planning will result in improved performance, enabling companies to plan

effectively over the long term. However, the reality is different. Companies lack employee engagement and motivation in performance planning within diverse organizational cultures. Consequently, expected performance is not achieved. Research on the relationship between organizational culture and employee motivation and performance is still limited, and not much has comprehensively integrated the role of employee engagement into HRM planning. Most previous studies still treat employee engagement, organizational culture, and work motivation as standalone variables. Meanwhile, previous research has focused on the sustainability of employee performance in the face of digital transformation and changes in modern work systems and remains relatively limited. There is still little research on work motivation as a mediating variable linking employee integration in HR planning and organizational culture with sustainable performance.

The novelty of this research lies in the integration of two strategic theoretical concepts that have tended to be studied separately in previous research: employee involvement in HR planning and organizational culture, which influence work motivation and sustainable employee performance. This study also presents a more understandable approach by positioning work motivation as a mediating variable explaining the relationship between employee integration, organizational culture, and sustainable employee performance. Another novelty of this research is its theoretical and practical contributions to the development of more adaptive, inclusive, and sustainable human resource management strategies for national and global companies with diverse organizational cultures in Indonesia.

1.5. Research Purposes

Based on the background of the problem and research gaps, the main objective of this study is to evaluate the integration of employees in human resource planning, organizational culture, and motivation in order to improve employee performance sustainably. While the specific objectives are 1) Analyse the influence of employee participation in human resource planning on employee motivation and performance, 2) Analyse an inclusive and adaptive organizational culture on employee motivation, participation, and performance in a sustainable manner, 3) Analyse the synergistic relationship between the integration of human resource planning and strengthening organizational culture in creating a work atmosphere that supports the development of employee competence, commitment, and productivity, 4) Analyse the role of work motivation as an intermediary variable in the relationship between employee participation, organizational culture, and employee performance in a sustainable manner.

2. LITERATURE REVIEW

2.1. Employee Involvement Theory in Human Resource Planning

Employee Engagement Theory is important in human resource (HR) planning in organizations and companies (De Medeiros et al., 2025). Employee involvement includes participation in decision-making, career planning, setting employee work goals, and policy formulation. This theory states that employees who are directly involved in HR planning will feel valued, have a sense of belonging, and better understand the organization's goals and direction. This theory strengthens intrinsic motivation because employees are not merely objects of policy but actors who contribute to the organization's success (Austen & Piwovar-Sulej, 2025). From a sustainability perspective, employee engagement in the organization to designing a workforce management that is more adaptive, responsive to change, and development in the long term (Christina, Alamelu, & Nigama, 2025). Actively engaged employees tend to demonstrate higher commitment, increased attendance, and performance (Paarima, Kisinna, & Ofei, 2024). Employee Engagement Theory is the foundation for explaining how employee integration in HR planning can improve motivation and performance in a sustainable manner. However, previous research contradicts this theory. Employees in organizations are often excluded from decision-making (Taslim, Rosnani, & Fauzan, 2025). Other research also suggests that employees are not involved in policy and decision-making (Ivanov & Webster, 2024).

H₁: The influence of employee integration in HR planning on employee work motivation.

2.2. Organizational Culture Theory

This Organizational Culture Theory serves to explain culture as a set of values, norms, beliefs, in the implementation of which shapes the behavior of members in an organization in a company (Musah, Padi, Blay, Okyere, & Ofori, 2025). A strong culture serves as a guideline in supporting group goals in the organization (Wiroomrath, Phanniphong, Somnuk, & Na-Nan, 2024). In human resource (HR) development, a culture that encourages participation, openness, and innovation can create a comfortable work environment that enhances employee motivation and performance. A culture that values contribution, facilitates two-way communication, and strengthens employee emotional engagement (Machado, Pereira, José, Palma-Moreira, & Au-Yong-Oliveira, 2025). A culture that values diversity makes employees from diverse backgrounds feel valued and accepted, thereby increasing job satisfaction and loyalty (Syahir, Abidin, Sa'ari, & Rahman, 2025). In corporate sustainability, a positive organizational culture helps maintain good performance (Saputra et al., 2024). Organizational culture theory explains that organizational culture is a key factor in increasing employee motivation and performance in a sustainable manner, especially in HR planning. However, in previous research, organizational culture that is not supported by leadership motivation slows down performance (Sacavém et al., 2025).

H₂: The influence of organizational culture on employee performance.

2.3. Work Motivation Theory

Self-Determination Theory (SDT) argues that motivation in work has three basic psychological needs: autonomy, competence, and relatedness (Ntoumanis & Moller, 2025). By motivating employees and involving them in HR planning, organizations have the opportunity to achieve good results and productivity in the long term (Bouzerda et al., 2025). In corporate development programs, employee participation can improve their skills and confidence. A motivating organizational culture can encourage collaboration and open communication, strengthening the social bonds between employees and the organization within the company (Dhir & Vallabh, 2025). When the three conditions above are met, employees' intrinsic motivation increases, driving them to perform optimally without relying on external pressures. High intrinsic motivation tends to result in more consistent and sustainable performance. This theory explains how motivation acts as a psychological mechanism linking employee integration and organizational culture to employee performance. However, in previous research, companies neglected to motivate employees, so that performance did not meet expectations (Royhan, 2025).

H₃: Work motivation has a positive impact on sustainable employee performance.

2.4. Sustainable Human Resource Management (SHRM) Theory

Sustainable Human Resource Management (SHRM) theory argues that HR planning should go beyond short-term performance goals and ensure organizational sustainability through employee engagement in the organization (Gunawan & Mikhail, 2025). SHRM views employee involvement in HR planning and strengthening organizational culture as a strategic investment to balance economic, social, and humanitarian goals within the organization (Venugopal et al., 2024). By involving employees in planning, organizations can design policies that are fairer, more transparent, and aligned with workforce needs. An organizational culture focused on sustainability can strengthen employee motivation and long-term retention through SHRM engagement (Jiang, Cai, & Wang, 2025). However, in previous research, policy planning often does not involve SHRM, work motivation is lacking, and has an impact on achieving productivity (Alexandro, 2025).

H₄: The influence of employee integration on employee performance.

H₅: Work motivation mediates the influence of employee integration in HR planning and organizational culture on employee performance.

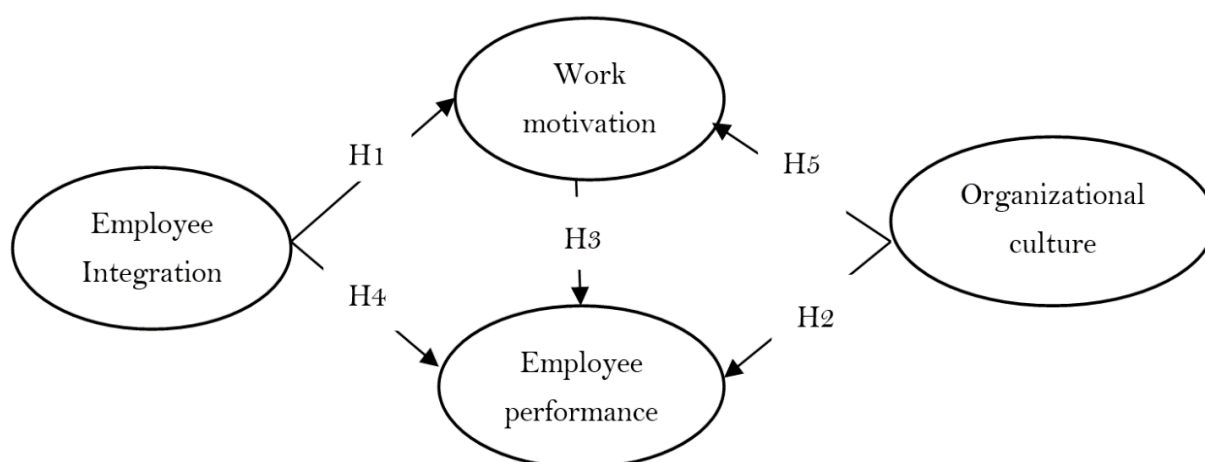


Figure 1. Research framework.

3. METHODOLOGY

3.1. Research Design

The approach in this research is a quantitative survey method (Al-Raei & Azmeh, 2024). The reason for choosing the survey method is to facilitate researchers in finding and explaining the causal relationship between employee integration in HR planning, organizational culture, work motivation, and employee performance in a sustainable manner. This exploratory approach was chosen to test the hypothesis formulated based on Employee Engagement Theory, Organizational Culture Theory, Self-Determination Theory, and Sustainable Human Resource Management (HRM). With this approach, it can describe employee perceptions and assessments of integration practices in HR planning, organizational culture characteristics, motivation levels and employee performance oriented towards organizational and company sustainability. The components analysed are employee opinions, because they are directly involved and influenced by HR planning policies and organizational culture. The research instrument is a structured questionnaire, which is compiled from variable indicators and adapted to the organizational context. Employee integration variables are measured through the level of participation in decision-making, career planning, and competency development. Organizational culture is measured by indicators of inclusiveness, openness, and adaptability values. Work motivation is measured through intrinsic motivation, while sustainable employee performance is measured through performance consistency, productivity, and long-term employee commitment. The collected data was analysed using Structural Equation Modeling (SEM), based on covariance, and Partial Least Squares (PLS). SEM analysis was used because this method is able to test direct and indirect relationships between variables, including the role of motivation as a mediating variable. The method in this study differs from other studies, which focus more on using regression, where the regression method is unable to accommodate latent variables (abstract concepts without a single indicator). Therefore, this study uses SEM because it is more complex.

3.2. Participants and Sample Size

The respondents in this study were employees working in private sector companies and national organizations in Indonesia. The sample consisted of 240 people drawn from one of Indonesia's provinces, North Sumatra. North Sumatra was chosen based on its position as one of the centres of economic growth in Indonesia, with diverse industrial sectors such as manufacturing, palm oil plantations, trade, services, and other natural resource-based industries that have culturally diverse human resources. This organizational diversity is relevant to examining employee integration in human resource (HRM) planning, organizational culture, motivation, and sustainable employee performance. The background criteria for respondents were registered as permanent employees who had worked for at least one year in their respective organizations; directly involved and impacted by HRM planning policies and organizational culture; and willing to provide information voluntarily through a questionnaire. A

minimum of one year of work experience was set to ensure respondents had an adequate understanding of the HRM planning system and organizational cultural values. The sampling technique used was purposive sampling because this study requires respondents with certain characteristics in accordance with the research objectives. This method is appropriate for obtaining relevant and representative data, especially in research that focuses on employee behaviour and perceptions. The sample size was adjusted to meet the requirements of Structural Equation Modeling (SEM) analysis, where the minimum sample size for SEM is 5-10 times the number of research indicators (Xu, He, & Fan, 2024). Therefore, a sample size of 240 individuals meets the SEM requirements in this study. This number of respondents is sufficient to produce stable and reliable parameter estimates and provide a comprehensive and valid picture of the relationship between employee integration in HR planning, organizational culture, work motivation, and sustainable employee performance.

3.3. Measure Instruments

The data collection technique in this study used a questionnaire. The questionnaire was distributed directly by the help of company managers to respondents. In addition to being distributed through company managers, the questionnaire was also sent via a Google Form link to respondents who had not received a questionnaire from the company manager. This survey was able to reach all respondents directly, confidentially, efficiently, and systematically. The questionnaire assessed respondents regarding integration in human resource (HR) planning, organizational culture, work motivation, and sustainable employee performance. The questionnaire was in the form of closed-ended statements with a Likert scale: strongly disagree (1 point), somewhat agree (2 points), somewhat agree (3 points), agree (4 points), and strongly agree (5 points). Before being widely distributed, the questionnaire was piloted to ensure language clarity, content validity, and instrument reliability. This instrument was developed by adapting indicators from previous empirically tested research and then adopted for organizations in Indonesia. The Employee Integration in HR Planning variable was measured through indicators of employee participation in decision-making, involvement in career planning, and employee competency development through training programs. The Organizational Culture variable was measured based on the values of inclusivity, open communication, adaptability to change, and organizational support for collaboration and innovation. The Work Motivation variable emphasizes intrinsic motivation such as autonomy, competence, and job involvement. Sustainable Employee Performance is measured through performance consistency, productivity, quality of work output, and long-term commitment to the organization. All instruments were tested for convergent and discriminant validity, as well as reliability using Cronbach's Alpha and Composite Reliability before distribution.

Table 1. Indicators of employee integration, planning, and organizational culture increase sustainable performance motivation.

Variables	Indicator	Instrument
Employee Integration in HR Planning	Employee participation in decision-making.	I am involved in decision-making regarding employee work.
		Management seeks employee input before establishing HR policies.
		My opinions are taken into consideration in work meetings.
		I am allowed to express ideas and suggestions.
		Management decisions reflect employee aspirations.
		Employees are involved in planning organizational change.
		The organization encourages active employee participation.
		I feel I have a significant role in decision-making within the organization.
	Employee involvement in	I am involved in career planning at the company.
		The company and organization provide clear information regarding employee career paths.

Variables	Indicator	Instrument
	ongoing career planning.	Superiors discuss employee career opportunities.
		The company's promotion system is transparent.
		Career planning is tailored to employee competencies.
		I understand the direction of career development within the company.
		The organization within this company supports my career development as an employee.
		Career development opportunities are provided fairly to all employees.
	Employee competency development.	The organization within the company provides training to improve employee competency.
		The training program is tailored to employees' job needs.
		I am encouraged to develop new skills.
		The organization supports employee sustainability.
		The training provided improves employee performance.
		Employees have equal access to training.
		Competency evaluations are conducted objectively for each employee.
		Competency development is a priority for every organization.
Organizational culture	Inclusivity	This organization values the diversity of its employees' backgrounds.
		All employees are treated fairly by the company and organization.
		There is no discrimination in the workplace.
		Diversity is a strength of the company and organization.
		I feel accepted in the workplace.
		This company and organization value mutual respect.
		Differences of opinion are positively valued by the company.
		The work culture encourages collaboration among employees.
	Employee Communication Transparency	Company and organizational information is communicated openly.
		I freely express my opinion to my superiors.
		Communication between leaders and employees is effective.
		Employee input is well-received by the company.
		The company and organization provide two-way communication channels.
		I feel safe expressing criticism within the company.
		The company does not hide important information from employees.
		Internal communication supports employee performance.
	Employee Adaptability	Employees in this organization adapt quickly to change.
		The work culture supports company innovation.
		Employees are encouraged to think creatively.
		The company and organization are open to new ideas from employees.
		Change is managed effectively by the company.
		The work culture is flexible to the dynamics of the employee environment.
		This organization is ready to face future challenges.
		The ability of employees to adapt is a key organizational value.
Work motivation	Intrinsic Motivation in the Company	I enjoy my work.
		My work gives me personal satisfaction.
		I work with intrinsic motivation.
		I find my work meaningful.

Variables	Indicator	Instrument
Sustainable Employee Performance		I am motivated to deliver the best results for the company.
		I am proud to work for the company.
		I am motivated to continuously develop.
		I work without coercion from others.
	Employee Long-Term Performance	I am able to maintain consistent performance in this company.
		I achieve the work targets set by the company.
		The quality of my work is maintained within the company.
		I work productively over the long term.
		I am committed to the organization's goals.
		I am willing to contribute to the organization in the long term.
		My performance supports the sustainability of the company and the organization.
		I continuously strive to improve my performance in the company.

Table 1 shows the instruments representing each variable according to the theoretical basis. The variable of employee integration in HR planning is measured through three indicators: participation in decision-making, career planning involvement, and competency development through training programs. Each indicator is measured using eight statements reflecting the level of employee involvement in the company's organization. The variable of organizational culture is measured through indicators of inclusivity, open communication, and adaptability, which describe the core of the organization in creating a conducive work environment. Work motivation focuses on intrinsic motivation, in line with Self-Determination Theory, while sustainable employee performance is measured through long-term performance and commitment to the organization or company. Each variable and indicator has clear boundaries.

3.4. Data Analysis

The data analysis technique in this study used Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The data obtained were analysed to examine the characteristics of respondents to provide an overview of employee perceptions of the integration of human resource planning (HR), organizational culture, work motivation, and employee performance on an ongoing basis. The data were first calculated for the average, standard deviation, and frequency distribution for each statement item. Data quality testing was then conducted by testing the validity and reliability of the instrument. Validity testing aims to ensure that each indicator accurately measures the construct, while reliability testing assesses the internal consistency of the instrument. Instruments that meet the criteria for validity and reliability are used as the basis for structural analysis.

Then, Structural Equation Modeling (SEM) with Partial Least Squares (PLS) was performed, adjusted to the data characteristics and sample size. At the measurement model stage, external model testing was conducted to ensure convergent validity, discriminant validity, and construct reliability. After the measurement model meets these criteria, the analysis proceeds to the structural model (internal model). At the structural model stage, causal relationships between variables are tested according to the research hypothesis. Path coefficients are used to determine the direction and strength of the relationship, while significance is tested using t-statistics or p-values. The R-squared (R^2) value is used to assess the extent to which the independent variable explains the dependent variable. Meanwhile, testing the mediation effect on work motivation was conducted using the bootstrapping method to test the significance of the indirect effect.

3.5. Validity and Reliability

In this study, validity and reliability tests were used to ensure the accuracy and consistency of instruments and indicators for employee integration in HR planning, organizational culture, work motivation, and employee performance. Validity was tested through convergent and discriminant validity constructs. Convergent validity was assessed by a disclosure factor of ≥ 0.70 for each indicator (Gaonkar & Sukthankar, 2025). Average Variance Extracted (AVE) is also used with a minimum limit of ≥ 0.50 to indicate that the construct consistently explains the indicator variance (Aydin, Yildirim, & Kus, 2024). Discriminant validity is compared with the square root of the AVE with the correlation between constructs and the square root of the AVE > the correlation between variables. This is necessary to show the differences in constructs. For reliability, Cronbach's Alpha and Composite Reliability (CR) are used. The instrument is considered reliable if the Cronbach's Alpha and CR values are each ≥ 0.70 , indicating good internal consistency and accuracy.

4. RESULTS

The following are the results of data analysis obtained from the respondent data of 240 employees, which provide a strong empirical basis for analysis and hypothesis testing in seeing the influence of employee integration in planning, organization, motivation, and employee performance.

Table 2. Results of data analysis on research variables.

Variables	Number of Items	Mean	Standard Deviation	Category
Employee Integration in HR Planning.	24	4.12	0.58	Tall
Corporate and Organizational Culture.	24	4.05	0.61	Tall
Employee Motivation.	8	4.18	0.55	Tall
Sustainable Employee Performance.	8	4.10	0.57	Tall

Table 2 shows the analysis results showing respondents' perceptions of all variables. The mean value for each variable is above 4.00, which is considered high. This value indicates that all respondents consistently view employee integration practices, organizational culture, motivation, and employee performance positively. The work motivation variable has a mean of 4.18, the highest compared to other variables. The level of intrinsic motivation among employees is considered strong. The relatively low standard deviation of 0.55-0.61 indicates uniformity of responses and stability of perceptions among respondents.

Table 3. Results of analysis on employee integration in HR planning.

Indicator	Mean	Standard Deviation	Interpretation
Participation in Decision-Making.	4.08	0.60	Tall
Employee Involvement in Career Planning.	4.15	0.56	Tall
Employee Competency Development.	4.13	0.58	Tall
Average Variable.	4.12	0.58	Tall

Table 3 shows the results of all employee integration indicators in HR planning, which are in the high category. The employee involvement indicator in career planning has a mean value of 4.15, indicating that the organization is quite successful in involving employees in long-term career development, an important factor in increasing employee ownership and commitment. The competency development indicator is also high, with a mean of 4.13. This illustrates the organization's support for continuous employee training. Participation in decision-making has a mean of 4.08; although high, this response indicates that there is still an opportunity to increase employee engagement through strategic. The mean value of the employee integration variable is 4.12, indicating that employee engagement practices have been implemented consistently and have the potential to have a positive impact on employee motivation and performance in the organization and company.

Table 4. Results of analysis on organizational culture.

Indicator	Mean	Standard Deviation	Interpretation
Inclusivity.	4.07	0.62	Tall
Employee Communication Openness.	4.02	0.64	Tall
Employee Adaptability.	4.06	0.57	Tall
Average Variable	4.05	0.61	Tall

Table 4 shows the results of the analysis of respondent data regarding organizational culture, including inclusivity, open communication, and adaptability. These indicators have an average above 4.00, in the high category. This reflects a strong and positive organizational culture. Inclusivity has a mean of 4.07, indicating that employees feel valued and treated fairly without discrimination. Adaptability is also high, with a mean of 4.06, indicating the organization's ability to respond to changes in the work environment and the dynamics of future business developments. Communication is slightly lower, with a mean of 4.02. Internal communication is generally good, but there is still room for improvement in transparency and the effectiveness of two-way communication. The organizational culture variable, with a mean of 4.05, reflects a work environment that supports employee motivation, collaboration, and sustainable performance.

Table 5. Results of descriptive statistical analysis on work motivation.

Indicator	Mean	Standard Deviation	Interpretation
Intrinsic Motivation	4.18	0.55	Tall

Table 5 shows high employee work motivation, with a mean of 4.18 and a standard deviation of 0.55. This finding indicates that employees possess strong intrinsic motivation, an internal drive derived from job satisfaction, support, and a desire to develop, rather than external drives such as incentives or pressure from superiors. The relatively low standard deviation indicates consistency in respondents' responses to various aspects of work motivation. These results align with Self-Determination Theory, which states that fulfilling the needs for autonomy, competence, and relatedness enhances intrinsic motivation (Li, Hew, & Du, 2024). Having high work motivation is an important asset for organizations and companies in the long term, because intrinsic motivation supports stable and sustainable performance on an ongoing basis (Lukito et al., 2025).

Table 6. Results of analysis of the convergent validity test (Outer loading).

Variables	Indicator	Outer Loading	Information
Employee Integration in HR Planning. Organizational and Corporate Culture.	Participatory Decision Making.	0.842	Valid
	Employee Career Planning.	0.861	Valid
	Employee Competency Development.	0.879	Valid
Employee Work Motivation.	Inclusiveness.	0.838	Valid
	Employee Communication Transparency.	0.854	Valid
	Adaptability within the company.	0.866	Valid
Employee Integration in HR Planning.	Intrinsic Motivation.	0.891	Valid
	Long-Term Employee Performance.	0.883	Valid

Note: Criteria: Outer Loading ≥ 0.70 .

Table 6 shows the analysis results for all research indicators with outer loading values ≥ 0.70 , thus meeting the convergent validity criteria. This means each indicator represents a construct that is measured strongly and consistently. High outer loading values indicate a close relationship between the indicator and the latent variable; thus, the indicator variance is well explained. Based on the convergent validity results, it can be concluded that the research instrument has good measurement quality and can be further analysed. These research findings strengthen

this research's efforts to measure employee integration, organizational culture, work motivation, and employee performance using research indicators.

Table 7. Results of convergent validity test analysis (AVE).

Variables	AVE	Criteria	Information
Employee Integration in HR Planning	0.612	≥ 0.50	Valid
Organizational culture	0.598	≥ 0.50	Valid
Work motivation	0.664	≥ 0.50	Valid
Sustainable Employee Performance	0.641	≥ 0.50	Valid

Table 7 shows the results for all research variables with Average Variance Extracted (AVE) values above the minimum threshold of 0.50. Each construct is able to explain more than 50% of the indicator's variation. The work motivation variable has the highest AVE, at 0.664. This value indicates the measurement strength of the intrinsic motivation construct. Other variables, such as employee integration in HR planning, organizational culture, and sustainable employee performance, also show adequate AVE values. The research instrument was found to have good convergent validity and was not dominated by measurement errors.

Table 8. Reliability test results for all instruments.

Variables	Cronbach's Alpha	Composite Reliability	Information
Employee Integration in HR Planning	0.931	0.942	Reliable
Organizational culture	0.924	0.936	Reliable
Work motivation	0.902	0.919	Reliable
Sustainable Employee Performance	0.915	0.928	Reliable

Note: Criteria: Cronbach's Alpha ≥ 0.70 and Composite Reliability ≥ 0.70 .

Table 8 shows the analysis results for all study variables with Cronbach's Alpha and Composite Reliability values above 0.90. This value exceeds the minimum threshold of 0.70. This indicates very high internal consistency of the instrument. Strong reliability values indicate that the items within each variable correlate and consistently measure the same construct, ensuring that the instrument produces stable data and can be reliably replicated in other studies.

Table 9. Results of the discriminant validity test (HTMT ratio).

Variables	EIHRP	OC	WM	SEP
Employee Integration in Human Resource Planning (EIHRP)	-			
Organizational Culture (OC)	0.742	-		
Work Motivation (WM)	0.698	0.721	-	
Sustainable Employee Performance (SEP)	0.754	0.768	0.792	-

Table 9 shows that the HTMT ratio between constructs is below the threshold of 0.90, demonstrating that discriminant validity is met. This value confirms that each construct in this study is conceptually distinct and non-overlapping. Employee integration and organizational culture are relatively closely related, but remain separate constructs. Good discriminant validity ensures that each variable measures the concept effectively and accurately.

Table 10 shows the relationship between the tested variables and the path coefficients. Employee integration in HR planning significantly influences work motivation with a β of 0.482. The results confirm that employee engagement increases intrinsic motivation. Organizational culture also significantly influences employee performance with a β of 0.361, indicating that strong organizational values support sustainable performance. Work motivation significantly influences employee performance with a β of 0.417. This value strengthens the role of motivation as a key performance factor. Employee integration has a direct effect on performance, albeit smaller, with a β of 0.214. These findings indicate that the effect of employee integration on performance is partially mediated by increased work motivation.

Table 10. Results of structural model test analysis (Path coefficients).

Relationship between variables	Hypothesis	Path Coefficient (β)	t-statistic	p-value	Information
Employee Integration $\rightarrow$ Work Motivation	H1	0.482	7.214	0.000*	Significant
Organizational Culture $\rightarrow$ Employee Performance	H2	0.361	5.689	0.000*	Significant
Work Motivation $\rightarrow$ Employee Performance	H3	0.417	6.102	0.000*	Significant
Employee Integration $\rightarrow$ Employee Performance	H4	0.214	3.456	0.000*	Significant
Organizational Culture $\rightarrow$ Work Motivation $\rightarrow$ Employee Performance	H5	0.298	4.873	0.000*	Significant

Note: (*): ($p^* < 0.05$) = significant.
Significance criteria: t-statistic > 1.96 and p-value < 0.05 .

Table 11. Value of the coefficient of determination (R-Square).

Endogenous Variables	R-Square (R^2)	Interpretation
Work motivation	0.463	Moderate
Sustainable Employee Performance	0.587	Moderate-Strong

Table 11 shows the R-square value for work motivation, which is 0.463 (46.3%). This indicates that work motivation can be explained by employee integration and organizational culture. For sustainable employee performance, the R-square value is 0.587 (58.7%), with performance variations explained by employee integration, organizational culture, and work motivation. This value is between moderate and strong. The independent variables in this study make a significant contribution to explaining employee behavior. However, there are still other external factors that can influence employee motivation and performance.

Table 12. Results of the work motivation mediation test (Bootstrapping).

Indirect Path	Hypothesis	Indirect Effect	t-statistic	p-value	Information
Employee Integration $\rightarrow$ Work Motivation $\rightarrow$ Employee Performance	H4	0.201	4.985	0.000*	Significant Mediation
Organizational Culture $\rightarrow$ Work Motivation $\rightarrow$ Employee Performance	H5	0.124	3.742	0.000*	Significant Mediation

Note: (*): ($p^* < 0.05$) = significant.
Significance criteria: t-statistic > 1.96 and p-value < 0.05 .

In Table 12, the analysis results show that work motivation plays a significant role as a mediator between employee integration and performance, as well as between organizational culture and employee performance. A significant indirect effect ($p^* < 0.05$) indicates that employee integration and organizational culture impact performance indirectly, but also through increased work motivation. This finding confirms the strategic position of work motivation as a psychological mechanism linking human resource practices to performance outcomes. Strong employee integration and organizational culture will be more effective in improving performance if organizational leadership can enhance employee intrinsic motivation.

5. DISCUSSION

It was found in this study that effective employee integration, organizational culture, and motivation are not only administrative factors, but are good and effective strategies in influencing the psychological condition of employees and have a positive impact on improving the long-term performance of the organization in the company, so that the economy develops and continues to improve through the support of employees who are directly involved.

5.1. Employee Integration in HR Planning on Employee Motivation and Performance

This study found that employee integration in HR planning has a positive and significant impact on employee motivation and organizational performance in the company. In implementation, employee involvement not only improves the efficiency of HR planning but also strengthens employee confidence, ownership, and responsibility towards organizational and company goals in economic development. In a broader work environment, dynamic and competitive work and employee involvement in decision-making are needed to run the company strategically, by providing space for employees to express their ideas constructively. This finding is in line with the Human Resource Involvement Theory and High Involvement Work Systems (HIWS), which emphasize that employee involvement in organizational processes can increase intrinsic motivation and performance in the organization (Rollan, 2024). Employees who feel needed and valued by their organization tend to demonstrate greater concern and commitment to organizational development. This finding aligns with previous research showing that employee engagement contributes to improved organizational performance and sustainable innovation, particularly in modern organizations facing technological disruption and global market changes in the 21st century (Wijaya et al., 2025). However, the findings of this study contradict previous research; organizations tend not to involve employees and prioritize technology in decision-making (Madanchian & Taherdoost, 2025).

5.2. The Influence of an Inclusive and Adaptive Organizational Culture on Employee Motivation and Performance

An inclusive and adaptive organizational culture significantly impacts employee motivation, engagement, and performance. These findings confirm that a good organizational culture serves not only as a symbol but as a living value system that employees can incorporate into their daily work behaviors. An inclusive culture allows employees from diverse backgrounds to feel valued and recognized, creating a positive and psychologically safe work environment for all. These findings align with organizational culture theory, particularly in models that suggest that organizational values and assumptions play a significant role in shaping employee attitudes and behaviors (Saraswati, Yadiati, Suharman, & Soemantri, 2024). An adaptive culture also enables organizations to respond more flexibly to external changes, which improves employee planning for more complex work demands. These findings align with previous research that suggests a strong and adaptive organizational culture can enhance employee engagement and sustainable performance improvement, particularly in multicultural organizations and national companies operating in global markets (Hakim & Asfiah, 2024). This research is also supported by other research that argues that a positive organizational culture can increase the involvement of new employees (Wiroonrath et al., 2024). However, the findings of this study contradict research that states that employees with different cultures are less effective in running an organization (Nguyen, Sharma, Kingshott, & Malik, 2024).

5.3. Integration of Human Resource Planning and Organizational Culture in Companies

A relationship was found between the integration of HR planning and organizational culture in creating a work environment that supports the development of employee capabilities, commitment, and productivity. Integrating employees in HR planning is more effective when supported by an inclusive and open organizational culture. Without a supportive culture, the implementation of employee involvement and planning is merely a formality and lacks substantive impact. This finding confirms that employee integration and organizational culture are not independent variables, but rather mutually reinforcing. Organizational culture serves as a social context that encourages participatory HR planning practices. The findings in this study are consistent with theories in Strategic Human Resource Management (SHRM), which emphasize the alignment of HR systems and organizational values in a company (Soekotjo, Sosidah, Kuswanto, Setyadi, & Pawirosumarto, 2025). The findings in this study are also in line with previous research, which states that organizations that align the implementation of HR planning and organizational culture have better performance than organizations that implement HR practices partially depending on leadership (Bindeeba, Tukamushaba, Bakashaba, & Atuhaire, 2025). Other research also confirms that integrating

employee planning with the organization has a positive impact on long-term performance (Chomać-Pierzecka, Dyrka, Kokiel, & Urbańczyk, 2024).

5.4. The Role of Work Motivation as a Mediating Variable

This study found that work motivation can act as a mediator in the relationship between employee integration, organizational culture, and employee performance. However, the mediation test found that the influence of employee integration and organizational culture on performance is not entirely direct, but rather strengthened through increased employee work motivation. This finding elevates the research to a higher theoretical level by explaining the psychological mechanisms underlying the relationship between one variable and another. This finding is consistent with Self-Determination Theory (SDT), which states that intrinsic motivation arises when the needs for autonomy, competence, and relatedness are met. Employee integration in HR planning fulfills the needs for autonomy and competence, while an inclusive organizational culture fulfills the need for relatedness. The combination of these two factors fosters intrinsic motivation in continuously improving employee performance. Previous research also supports the role of motivation as a mediator in the relationship between HR planning implementation and performance (Al-Sabi, Al-Ababneh, Al Qsssem, Afaneh, & Elshaer, 2024). However, the new findings in this study broaden the understanding of Work motivation by emphasizing it as a variable that mediates the sustainability of employee performance in national corporate organizations. This finding is in line with previous research, which states that one of the causes of employee success in a company is the motivation, support, and appreciation given by organizational leaders in the company (Shrestha, Parajuli, & Thapa, 2025).

6. CONCLUSION

6.1. Theory Implications

The research findings prove that organizational behaviour theory emphasizes that employee involvement in HR planning and organizational culture can simultaneously influence good and sustainable performance. Employee Involvement Theory is proven in this study that active participation of employees in HR planning is not only for managerial purposes, but also becomes a strategy that increases internal motivation and employee performance in the long term. This study also deepens the Organizational Culture Theory by showing that an inclusive and adaptive culture serves as a reinforcement for HR performance implementation. Self-Determination Theory is also proven in this study, that work motivation is an important psychological mediator, showing how the integration of HR implementation and culture can produce long-term employee performance. The theory of Sustainable HR Management perspective is also strengthened by offering a theoretical model that links HR involvement, cultural values, and motivation to achieve a better economy in the future.

6.2. Practical Implications

The policy implications of this research need to be implemented in national and global companies. Companies should adopt a participatory approach to HR planning, empowering employees to participate in key decision-making, develop skills, and plan long-term economic career paths. Organizational structures should foster a flexible culture based on policies developed jointly with company leaders, a performance appraisal system, and a leadership style that employees expect. Organizational culture alone is not enough; leadership must encourage openness, respect for diversity, and collaborative learning. Policies should also address increasing employee intrinsic motivation as a driver for effective performance. Policies should integrate employee involvement in the organization's HR for the shared goal of a better economy, through objective competition with other organizations, both nationally and globally.

6.3. Research Limitations and Suggestions

A limitation of this study is that the cross-sectional design may experience changes over time in employee engagement, organizational culture, and employee performance. Future longitudinal research is needed to understand the causes and consequences of employee engagement in HR planning. Future research is needed using mixed methods, by conducting observations and directly observing the organization within the company, and developing more comprehensive performance indicators. Future research should test the proposed model by considering other moderating variables, such as leadership style, and expanding the theoretical basis.

Funding: In conducting this research, the authors did not currently receive any financial support.

Institutional Review Board Statement: This research involves minimal risk and adheres to ethical guidelines for economic development, marketing, business, and human resources. Formal approval from the Institutional Review Board (IRB) was not required per [Institut Bisnis Informasi Teknologi Dan Bisnis] policy. Informed verbal consent was obtained from all respondents, and all data were anonymized to protect respondent confidentiality.

Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

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