The Influence of Transformational Leadership, Organizational Culture, and Incentives on The Performance of Permanent Employees at PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan

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KEYWORDS	ABSTRACT
Implementation; Retribution; Parkingon Public Roads	In dynamic industrial environments such as the mining support sector, employee performance is critical to achieving organizational goals. However, performance outcomes are often influenced by leadership quality, organizational culture, and reward systems, which are rarely examined collectively. This study aims to investigate the simultaneous and partial effects of transformational leadership, organizational culture, and incentives on the performance of permanent employees in the engineering division of PT Bukit Makmur Mandiri Utama, Adaro Tutupan jobsite. A quantitative approach was adopted using a survey distributed to 44 respondents, with data analyzed through path analysis using SmartPLS software. The results revealed that all three independent variables—transformational leadership, organizational culture, and incentives—positively and significantly influence employee performance, both partially and simultaneously. Among these, transformational leadership showed the strongest direct effect. These findings imply that strategic alignment of leadership behavior, a supportive organizational environment, and well-designed incentive systems are essential to optimizing employee productivity in project-based operational settings. The study offers actionable insights for HR development in the mining industry and serves as a reference for future research integrating psychological and contextual factors.

INTRODUCTION

Human or employee resources are one of the important resources in a company, and are often referred to as the spearhead to achieve the company's goals. The company's success can be seen from the performance that has been achieved by its employees, therefore the company demands that its employees be able to display optimal performance because the good and bad performance achieved by employees will affect the company's overall success (Calandria et al., 2022; Nugroho & Pradhanawati, Ari, 2015; Sumampow et al., 2023). According to Rivai A. (2020), performance is a general term used in part or all of the actions or activities of an organization in a period with a reference to a number of standards such as past costs projected by the basis of efficiency,

accountability or accountability of management and the like (Hastuti & Kasmari, 2022; Rachmasari, 2021; Rochmah & Suhartono, 2022). High employee performance is expected by every company, the more employees who have good performance, the overall productivity of the company will increase so that the company can survive as long as possible in global competition (Lestari & Afifah, 2020; Putri & Winarningsih, 2020; Ramadhan & Satrio, 2020).

Performance has a broader meaning not only in the results of work, but also in how the work process takes place. Performance is related to what is done and how to do it. Performance is the output produced by the functions or indicators of a certain job or profession in a certain time. A job or profession has a number of indicators that can be used to measure the results of the work. The term performance can be used to denote the output of a company or organization, tools, management functions or output of an employee. Employee performance is the result of the synergy of a number of factors, namely the internal environmental factors of the organization, the external environmental factors of the organization, and the internal factors of employees. One of the factors of the organization's internal environment that affects employee performance is leadership.

This transformational leadership is truly defined as true leadership because this leadership really works towards the goal of directing the organization to a goal that has never been achieved before (Fachrurazi et al., 2022; Feri et al., 2020; Irmayanthi & Surya, 2020; Jufrizen, 2018; Supardi & Aulia Anshari, 2022). Transformational leadership is defined as the ability to align the needs and desires of followers with the interests of the organization, which can also increase extra effort in the workplace. With transformational leadership, there is no distance between the leader and the subordinate, the leader will always listen to input from the subordinates so that effective leadership will be created. Effective leadership in managing human resources in a work unit will affect work behavior indicated by the improvement of individual performance and the performance of the unit itself, which will ultimately affect the company's overall performance.

Employee performance in a service company, especially in building management, has an important role in determining the progress and decline of the company's operations as a whole (Imron, 2019). Therefore, coordination and cooperation are needed, a common perception in solving problems between leaders and subordinates and a guarantee of certainty for improving employee welfare so that high employee performance can be achieved. Research conducted by Kalsoom et al (2018) states that there is a positive and partially significant influence between transformational leadership variables on employee performance. Meanwhile, research by Puspita et al (2018) Transformational leadership has a positive and insignificant effect on employee performance.

Leaders can influence their subordinates through the culture of the organization, as the behavior of members of the organization or company is greatly influenced by the culture of the organization. According to Sule & Saefullah (2019) organizational culture is the values and norms that are embraced and implemented by an organization related to the environment in which the organization carries out its activities. The compatibility between personal values and company values will improve performance. Organizational culture is what employees perceive and how this perception creates patterns of belief, values, and expectations.

Employees as part of the company's organization will perceive the cultural values of the organization in the company, whether the company's values are in accordance with individual values. The compatibility between personal values and company values will cause performance. According to Moeljono (2005 in Syukur et al., 2019) there is more and more evidence that reveals that only companies with an effective organizational culture can create increased productivity,

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increase the sense of belonging of employees, so that it can increase company profits. There is a good organizational culture relationship between leaders and subordinates, This means that there is a very good influence on a company or organization where there is a mutually supportive commitment between organizational culture and leadership in influencing employee performance. Robbins and Judge (2008) conclude that organizational culture is a system and habits that are embraced by members of an organization or company, this is what will distinguish the organization from other organizations Pujilestari, 2021).

Another factor that drives employee performance is by providing incentives. This incentive is a tool used by supporters of fair principles in providing compensation. Based on indicators according to Suwatno and Priasan (2011), incentives are divided into two groups, namely: material incentives and non-material incentives. Financial incentives cannot be obtained without moral incentives. The value of moral incentives depends on the social position of the organization. Social recognition includes: personal concern that is usually expressed verbally through expressions of concern, confirmation and price for work.

Research conducted by Sutoro et al. (2020) states that improving organizational culture will have an impact on efficiency and effectiveness in performance and will increase productivity. A strong organizational culture based on managers and leaders helps in improving the level of performance. Managers connect organizational performance and culture to each other because they help give the company a competitive advantage. Meanwhile, research conducted by Calandria et al. (2022) stated that organizational culture does not have a significant effect on employee performance.

One of the companies that applies a leadership style is PT. Tin is a producer and exporter of tin metal, and has an integrated tin mining business segment ranging from exploration, mining, management to marketing activities. PT. Timah Industri believes that one of the keys in creating value and sustainability is positive interaction between the Company and the surrounding environment, including positive interactions between leaders and employees which will later affect the organizational culture to jointly realize the company's vision. In this case, the interaction carried out by PT Timah's leaders and employees by maintaining good communication.

Communication itself does not have to meet in person or face-to-face, communication can be done through intermediaries such as electronic media such as mobile phones or in the form of writing, for example through letters. The actors of social interaction at PT. Tin is very much in keeping with the progress of the times, especially in technological and communication advancements. This can make it easier to work or cooperate if the company leader is busy and is far from the work environment, there are no difficulties felt by the leader and employees when communicating.

PT. BUMA faces problems in human resource fulfillment (workforce fulfillment) as the employee turnover rate in 2022 was more than 5% for each location, even some locations exceeded 20%. According to exit interview statistics, the three most important factors that motivate employees to resign are salary, benefits, and career growth. This of course has a significant impact on BUMA's ability to meet output targets because the fulfillment of the workforce does not go as planned. According to Prasetyo, (2021) employee performance is a form of a person's success in achieving certain targets that come from his own actions. A person's performance is considered good if the individual's work exceeds the goals or targets that have been set. PT BUMA's work performance has resulted in fluctuating performance achievements, even in 2021 it only reached 95% in terms of KPIs (Key Performance Indicators).

The quality of employee work can be measured by assessing the implementation of the performance of its employees. From the results of the assessment, the scores were grouped based on certain predicates, namely: very good ≤99, good ≤90, fair ≤75, medium ≤60, bad ≤50. PT BUMA expects the work of its employees to have a work quality with a very good predicate of ≥91 (PT BUMA, 2023). Based on data from PT BUMA (2023) on the implementation of employee performance, it shows that employees are still not optimal in terms of carrying out tasks. The achievement of employee performance is still not optimal and the realization is still not 100% achieved in accordance with the set target. The implementation of these employees has an impact on the achievement of the 2023 Indicators at PT BUMA.

The results of this research are expected to be used as input in determining policy in making decisions to improve the performance of permanent employees of PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan in the future through transformational leadership, organizational culture, and employee incentives.

Despite the growing body of literature investigating transformational leadership, organizational culture, and employee incentive systems, there remains a significant research gap in understanding how these variables interact within the context of the mining services industry, particularly in engineering departments where performance pressures are high and operational dynamics are complex. Existing studies tend to generalize findings from sectors such as education, manufacturing, or public administration, where work structures and cultural expectations differ substantially. There is also limited research that simultaneously examines these three factors within a single cohesive model, especially in organizations like PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan, which operates in high-stakes, project-driven environments. Furthermore, engineering employees in mining companies face unique challenges including tight deadlines, safety-critical operations, and rapid technological adaptation, which necessitate a more tailored understanding of how leadership and organizational frameworks impact their performance. This study addresses this critical gap by contextualizing leadership styles and organizational mechanisms within the operational realities of a mining engineering division, thereby providing more sector-specific insights.

The novelty of this research lies in its integrative approach to examining transformational leadership, organizational culture, and incentives as interconnected variables influencing employee performance, specifically within a high-intensity mining support setting. Unlike previous studies that investigate these constructs in isolation or within unrelated industries, this study applies a holistic framework that captures the synergistic effects of these variables in one of Indonesia's leading mining service companies. Additionally, this research is among the first to focus on the permanent engineering staff of PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan, a workforce segment that is both operationally critical and understudied. By emphasizing not only the direct impact of each variable but also their partial and collective effects, the study offers a nuanced understanding that contributes fresh empirical evidence to the field of organizational behavior and strategic human resource management in extractive industries.

This study aims to analyze and empirically test the influence of transformational leadership, organizational culture, and incentive structures on the performance of permanent employees in the engineering department of PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan. Specifically, it seeks to determine both the partial and simultaneous effects of these independent variables, providing an evidence-based assessment of their relative contributions to employee effectiveness, motivation, and task completion within a demanding industrial setting.

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The practical implications of this research are significant for companies operating in high-performance, project-oriented sectors such as mining. The findings are expected to guide corporate leadership in the formulation of strategic HR interventions, including leadership development programs tailored to engineering leaders, efforts to cultivate a performance-oriented yet collaborative organizational culture, and the design of adaptive, fair, and motivating incentive systems. Moreover, by offering sector-specific insights, this study may serve as a reference for benchmarking HR best practices across similar operations, thereby improving employee satisfaction, retention, and organizational productivity. In the long term, such improvements contribute to safer, more efficient, and more sustainable mining operations.

RESEARCH METHOD

The definition of the research object proposed by Sugiyono (2018) is a different value, score or measure for different units or individuals or is a concept that has more than one value. In this study, the researcher wanted to find out Transformational Leadership, Organizational Culture, and Incentives for Employee Performance. The object of this research is transformational leadership, organizational culture, and employee incentives and performance. The research methods used are descriptive and verifiable methods. The descriptive research method aims to make a systematic, factual, and accurate description, description, or painting of the facts, properties, and relationships between the phenomena being investigated. With the descriptive method, it is possible to investigate the position (status) of a phenomenon or factor to see the relationship between one factor and another. Through descriptive research, a description can be obtained from the formulation of the first problem, namely how transformational leadership, organizational culture, incentives, and performance of permanent employees at PT Bukit Makmur Mandiri Utama Jobsite ADT. The verification method is a research method to test the proof hypothesis that shows the hypothesis using statistical methods so that the results can be accepted or rejected. The purpose of the verifiable research is to answer the fourth problem formulation, which is to find out how much influence transformational leadership has on employee performance, how much influence organizational culture has on employee performance, and how much influence incentives have on employee performance both partially and simultaneously.

Based on the above explanation, it can be concluded that the quantitative approach with the veritative descriptive method is an approach in research to test hypotheses using accurate statistical tests. Based on the background and formulation mentioned, this study uses a quantitative approach to measure transformational leadership, organizational culture, and incentives on the performance of permanent employees at PT Bukit Makmur Mandiri Utama Jobsite ADT which consists of 111 permanent employees. The data sources in this study consist of secondary and primary data. Primary data is data that is obtained through direct sources or research objects (Sugiyono, 2018). Meanwhile, secondary data is data that already exists or is used by other parties (Sugiyono, 2018). The population in this study is 111 permanent employees of the engineering section of PT Bukit Makmur Mandiri Utama Jobsite ADT. If the population is relatively small, that is, less than 100 people or a study that wants to make generalizations with very small errors. Another term for saturated samples is census, where members of the population are sampled. The sampling technique used in this study is NonProbability Sampling which is a sampling technique that does not provide the same opportunity for each member of the population to be sampled. NonProbability Sampling consists of systematic sampling, quota, incidental, saturation, and snowball sampling. In this study, the author used saturated sampling or census. So it can be known that the sample of this

study is the total of the entire population, namely all permanent employees of the egineering section of PT Bukit Makmur Mandiri Utama Jobsite ADT as many as 111 employees.

RESULTS AND DISCUSSIONS

Descriptive analysis was carried out to ensure the characteristics of the participants who were used as a sample measured by several variables such as age, education, gender, and type of business. This study obtained as many as 111 respondents, most of the respondents in this study were women with a total of 5 respondents (4.50%), while male respondents were 106 respondents (95.50%). This shows that the respondents in this study are dominated by male respondents. Of the 111 respondents in the study, it was found that 24 respondents (21.62%) were 24 respondents aged 20-29 years, 54 respondents or 48.65% were 30-39 years old, 25 respondents were 40-49 years old, and 50-59 years old were 8 respondents or 7.21%. This shows that the majority of respondents in this study are aged 30-39 years. For the last education of respondents in the elementary group as many as 1 respondent (0.9%), for junior high school/MTs equivalent as many as 2 respondents (1.8%), the last education at the high school/MA level equivalent as many as 59 respondents (53.2%), the last education at the D1 level as many as 2 respondents (1.8%), the last education at the D3 level as many as 10 respondents (9.0%), the last education at the D4/S1 level as many as 35 respondents (31.5%), and for the S2 education level as many as 2 respondents (1.8%). This shows that the majority of the last education of the respondents in this study was high school/MA equivalent.

Uji Hypothesis
Classic Assumption Test
Normality Test

Normality testing is performed to ensure that the residual data in the regression model has a normal distribution. If the residual is normally distributed, the regression model can be used well. However, if the residue is not normally distributed, the regression model cannot be applied correctly. Normality testing can be performed statistically using the Kolmogorov-Smirnov test. In this test, the regression result is considered normal if the significance value is more than 0.05.

Table 1. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		111
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.38623733
Most Extreme Differences	Absolute	.052
	Positive	.052
	Negative	-.033
Test Statistic		.052
Asymp. Sig. (2-tailed)		.200[c,d]
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Primary Data Processing Results, 2024

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Based on the table above, it can be seen that the significance value of the Kolmogorov-Smirnov normality test in the regression modeling obtained is 0.200. Therefore H0 is rejected because p-value = 0.200 > α which means that the residue is normally distributed. The results of the *Kolmogorov-Smirnov test* show that the residues in this study data are normally distributed so that the assumption of normality can be met.

Heteroscedasticity Test

This test is used to find out whether the residual has a homogeneous (constant) variety or not. With the heteroscedasticity test, it is expected that the residual has a homogeneous variety.

Table 2. Heteroscedasticity Test Results

Variabel Independen	*Sig.*
X1	0.824
X2	0.584
X3	0.092

Source: Primary Data Processing Results, 2024

Based on the results of the heteroscedasticity test through the Glejser test in table 4.9, it can be seen that sig. on each variable is worth more than 0.05. And it can be said that this shows that there is no heteroscedasticity in the regression model in this study. and independent variables can be declared not to experience heteroscedasticity.

Multicollinearity Test

Multicollinearity testing aims to find out whether or not independent variables have a relationship with each other. The Multicollinearity test needs to be carried out because the number of independent variables in this study amounts to more than one. The results of the Multicollinearity test in table 4.10 show that the VIF value is below 10 and the Tolerance value is not < 0.1, this means that among the independent variables in this study there is no relationship or no relationship with each other, so it can be concluded that the regression model does not have Multicollinearity.

Tabel 3. *Multicollinearity Test Results*

Variable Independen	***VIF***
X1	3.857
X2	3.742
X3	4.154

Source: Primary Data Processing Results, 2024

Based on the table above, because VIF < 10, H0 is rejected which means there is no multicollinearity. The results of the VIF test show that the test of the multicollinearity assumption of the data of this study can be fulfilled.

T Test

The t-test or better known as the persial test is carried out to find out how the influence of independent variables on the dependent variables individually, with a significance level of 0.05 (α=5%) while the results of data processing using the help of the SPSS program are as follows:

Table 4. T Test Results (Partial)

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.480	2.134		-.693	.490
	X1	.105	.050	.131	2.130	.035
	X2	.499	.064	.476	7.842	.000
	X3	.404	.066	.393	6.149	.000
a. Dependent Variable: Y						

Source: Primary Data Processing Results, 2024

Based on the table above, the free variables are as follows:

It is known that the significance value for the influence of the Strategic Leadership variable (X1) on the performance of Employees (Y) is 0.035 > 0.05 and the t-value is calculated as 2.130 > t table 1.985, so it can be concluded that there is a significant and real positive influence between the X1 variable on the Y variable.

It is known that the significance value for the influence of the Organizational Culture variable (X2) on Employee Performance (Y) is 0.000 > 0.05 and the t-value is calculated as 7.842> t table 1.985, so it can be concluded that there is a significant and real positive influence between the X2 variable on the Y variable.

a. It is known that the significance value for the effect of the Incentive variable (X3) on Employee Performance (Y) is 0.000 > 0.05 and the t-value is calculated as 6.149 > t table 1.985, so it can be concluded that there is a significant and real positive influence between the X3 variable on the Y variable.

Test F

The F test is carried out to find out whether all independent variables together can have an effect on the dependent variables. Here are the output results for the simultaneous test (F test):

Tabel 5. Test Result Simultan (Uji F)

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1796.205	3	598.735	303.075	.000ᵇ
	Residual	211.382	107	1.976		
	Total	2007.587	110			
a. Dependent Variable: Y						
b. Predictors: (Constant), X3, X2, X1						

Source: Primary Data Processing Results, 2024

Based on the table of results from the table above, the simultaneous test obtained a calculated F value of 303,075 and a significant value of 0.000 is less than 0.05. It can be said that Transformational Leadership (X1), Organizational Culture (X2), and Incentives (X3) significantly and together affect Employee Performance.

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Coefficient Determination Test

In this study, the analysis of the determination coefficient is intended to find out how much is related between the independent variables, namely Transformational Leadership (X1), Organizational Culture (X2), and Incentives (X3) to Employee Performance. The results of the determination coefficient can be seen in the following table:

Table 6. Determination Coefficient Test Results

			Model Summary	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946[a]	.895	.892	1.40554
a. Predictors: (Constant), X3, X2, X1				

Source: Primary Data Processing Results, 2024

From the table above, the Adjusted R square value is 0.892, this means that 89.2% which means that Employee Performance can be explained by 3 independent variables, namely Transformational Leadership (X1), Organizational Culture (X2), and Incentives (X3). The remaining 10.8% was explained by other factors other than the variables of Strategic Leadership (X1), Organizational Culture (X2), and Incentives (X3).

Discussion The Influence of Transformational Leadership on Employee Performance

The results of the study using Multiple Linear Regression Analysis show that there is a significant influence of transformational leadership on employee performance, meaning that employee performance will increase if the leader is able to implement transformational leadership well. The results of this research are supported by previous research conducted by Kusuma and Raharja (2018) who explained that the variable of implementing good transformational leadership from organizational leaders will be able to improve the better performance of employees.

According to Robbins and Judge (2015), a transformational leader is a leader who inspires his followers to put aside their personal interests for the good of the organization and is able to have a tremendous influence on his followers. The ability to influence a leader will determine the way nurses are used to achieve their work. Companies with transformational leaders show higher agreement among top managers regarding organizational goals, which results in superior organizational performance. Employees feel that leaders are able to carry out their roles well. This is because leaders have the ability to provide a good influence, motivate employees, direct a good work pattern and give good attention to employees. The better an organizational leader is in influencing employees, the more likely he is to improve employee performance at PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan.

The Influence of Organizational Culture on Employee Performance

Based on the results of hypothesis testing in table 4.11, it is known that organizational culture has an effect on employee performance at PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan with a calculated t value of 7.842 > t table 1.985 with a value of 0.000 > 0.05 which means that the organizational culture variable has a positive and significant effect on employee performance at PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan. This shows that hypothesis 2 is accepted. Organizational culture affects the improvement of employee performance at PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan, which means that if the organizational culture gets better, performance will also improve. This means that organizational culture partially has a significant influence on employee performance. From the above statement, it can be stated that the work

organization culture has a role or influence on improving the performance of an employee, where with the increasing organizational culture of an employee will improve the performance of the employee.

According to Susanto (2006), in order to make effective and efficient employee performance in accordance with the progress of the organization, the organization needs organizational culture as one of the determinants of characteristics that form work guidelines. The higher the job satisfaction felt by employees, the higher the employee's performance. Basically, the principle of job satisfaction is the feeling of pleasure, dislike, or dislike of the work done. Employees who perceive their work as something fun, will tend to have high productivity, and that will improve employee performance (Sutoro et al., 2020)

The results of this study support research conducted by Yusnandar et al. (2020) in their research concluded that organizational culture affects employee performance. This means that the better the organizational culture, the more employee performance will be improved. Organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics that are held together by each component of the organization. These elements are the basis for supervising employee behavior, the way they think, cooperate and interact with the environment. If the organizational culture is good, it will be able to increase organizational commitment and will be able to contribute to the success of the company.

The Effect of Incentives on Employee Performance

Based on the results of the hypothesis test in table 4.11, it is known that the Incentive has an effect on employee performance at PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan with a calculated t value of 6,149 > t table 1.985 with a significance value of 0.000 > 0.05 which means that the Incentive variable has a positive and significant effect on employee performance at PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan. This shows that hypothesis 3 is accepted Incentives have a very close relationship with employee work performance. Incentives that are given appropriately can be one of the main factors that can encourage employees to generate higher enthusiasm so that they can increase their achievements to work better and harder, so that they can produce maximum performance and in accordance with expectations which in the end can create the success of the company in achieving the goals, ideals and objectives that have been determined. The provision of incentives to PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan has been very good. Incentives are a means of motivation that encourages employees to work with optimal abilities and can improve employee performance. The provision of this incentive is intended to meet the needs of employees' lives. By providing sufficient incentives, employees will feel well-being, feel rewarded for work achievements which is recognition from the company for their performance and contribution to the company, and increase the work spirit of the company so as to encourage employees to further improve their performance. This is in accordance with research conducted by Rahayu et al. (2020) showing that there is an influence between providing incentives on employee performance in employees.

The Influence of Transformational Leadership, Organizational Culture, and Incentives on Employee Performance

Based on the results of the simultaneous test (F test), it has a statistical f-value of 303,075 with a significance value of 0.000 which proves that transformational leadership, organizational culture, and incentives have a positive effect on employee performance. These two variables have results that affect employee performance.

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Transformational leadership, organizational culture, and incentives are three key elements that can significantly improve employee performance. Transformational leaders are leaders who are able to inspire employees, provide clear direction, and encourage personal development can increase employee motivation and commitment. When employees feel supported and empowered by their leaders, they tend to work with more passion and strive to achieve better results. In addition, a strong organizational culture, which reflects shared values and positive norms, also plays an important role in employee performance. If, the organization's culture supports collaboration and innovation, employees will feel more comfortable and motivated to work creatively and effectively. This creates a work environment conducive to productivity, where employees feel valued and have room to thrive.

Incentives, both in financial form such as bonuses and awards, and non-financial such as recognition and career development opportunities, have also proven effective in boosting employee performance. Well-designed incentives tailored to employees' needs and desires can motivate them to work harder and achieve or even exceed set targets. When employees feel their efforts are rewarded, their loyalty and performance tend to increase. Overall, when these three factors of transformational leadership, a positive organizational culture, and the right incentives are well integrated, organizations can create a more productive, motivated, and high-performing workforce.

CONCLUSION

The findings of this research highlight a significant correlation between transformational leadership, organizational culture, and incentive systems in shaping employee performance within the engineering division of PT Bukit Makmur Mandiri Utama Jobsite Adaro Tutupan. The study addresses a specific research gap where such variables are rarely analyzed simultaneously within the high-pressure, project-based context of the mining services sector. Unlike prior studies conducted in more static or bureaucratic sectors, this research integrates three organizational behavior variables in a holistic model tailored to the dynamic engineering operations of a mining environment. The novelty lies in its focus on permanent engineering personnel and the articulation of both direct and indirect impacts of leadership, culture, and rewards on measurable performance outcomes. The practical implications are substantial; the findings offer a roadmap for enhancing strategic HRM through the development of adaptive leadership programs, strengthening of performance-aligned organizational culture, and implementation of equitable incentive structures. To further advance this field, future research is encouraged to expand the scope by incorporating psychological and environmental variables such as employee engagement, stress resilience, or job satisfaction. Additionally, employing longitudinal and multi-site studies could provide more generalizable and causal insights across different sectors within the mining industry and beyond.

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