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The Core Driving Factors of Indonesian Employee Motivation: Research on Pay Equity, Cultural Fit, And Leadership Collaboration

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ABSTRACT: This study aims to analyze the impact of three core factors—salary fairness, cultural adaptability, and leadership synergy (transformational leadership)—on the motivation of Indonesian employees. The study used a questionnaire survey method and collected 150 valid questionnaires. The empirical research results show that there is a significant positive correlation between salary fairness and the degree of employee motivation. When employees believe that salary distribution is fair, their work enthusiasm will be significantly improved, which shows that an open and fair salary system is essential to enhance employees' trust and sense of belonging. At the same time, cultural adaptability also has a significant positive impact on employee motivation. The higher the consistency between employees' values and organizational culture, the higher their level of investment in work, which emphasizes the importance of building an inclusive organizational culture in culturally diverse Indonesia. In addition, leadership synergy also has an important impact on employee motivation. Leaders' motivational behaviors, intellectual inspiration for employees, and personal care for employees can effectively stimulate employees' work enthusiasm and improve their job satisfaction.

KEYWORDS: Employee Motivation; Pay Equity; Cultural Fit; Leadership Collaboration

I. INTRODUCTION

In the current global business environment, organizations are increasingly recognizing the importance of employee motivation for organizational performance and sustainable competitiveness. This is particularly critical in emerging markets such as Indonesia, where understanding and effectively managing motivational factors is essential, as these factors directly influence employee satisfaction, engagement, and ultimately productivity (Meirinhos et al., 2023). As a culturally diverse and rapidly developing economy, Indonesia presents a unique business environment that imposes specific demands and challenges regarding employee motivation. To succeed in Indonesia, companies must gain a deep understanding of the local cultural context and develop tailored incentive strategies accordingly, in order to attract, motivate, and retain talent. Pay equity is a fundamental aspect of employee motivation, referring to employees' perception of fairness regarding their compensation in relation to their contributions and the remuneration for similar positions in the market (Subramaniam et al., 2019). When employees perceive pay inequity—whether due to internal or external disparities—it can lead to dissatisfaction, low morale, and increased turnover. Therefore, organizations need to establish transparent and fair compensation systems that align remuneration with employees' skills, experience, and performance, while also considering local market salary standards. Cultural fit refers to the degree to which employees' values, beliefs, and behaviors align with the organizational culture (Alanazi et al., 2025).

In Indonesia, cultural factors play a significant role in the workplace. Companies must understand local cultural norms and values and reflect them within the organizational culture. This includes respecting local customs, religious beliefs, and social norms, as well as fostering an inclusive and diverse work environment (Ciptawati et al., 2023). Furthermore, leadership plays a crucial role in employee motivation, as leaders' behaviors and styles can directly influence employee morale, motivation, and performance (Maheshwari et al., 2023). Through in-depth research into the synergistic effects of pay equity, cultural fit, and leadership, organizations can develop more effective employee motivation strategies. These strategies can enhance employee engagement and loyalty, ultimately improving the overall performance of the organization (Damai et al., 2023).

This study aims to explore how the synergistic effects of pay equity, cultural fit, and leadership jointly influence the motivation levels of employees in Indonesia. Data will be collected through questionnaire surveys and analyzed using methods such as statistical analysis and content analysis. The findings are expected to provide valuable insights for businesses to better understand

the motivational needs of employees in Indonesia. The significance of this research lies not only in offering new theoretical perspectives and empirical evidence for academia, but also in providing guidance and reference for corporate practice. By understanding the impact of pay equity, cultural fit, and leadership synergy on employee motivation, organizations can better design compensation systems, shape organizational culture, and develop leadership capabilities, thereby enhancing employee engagement and loyalty, and ultimately improving overall organizational performance.

II. THEORETICAL HYPOTHESES

A. Pay Equity and Employee Motivation in Indonesia

Pay equity is a crucial factor influencing employee motivation, and its mechanism of action exhibits multidimensional characteristics within complex organizational environments. An et al. (2024) propose that compensation serves as a direct reward for employees' labor efforts, and its fairness directly affects their work attitudes and behaviors. Castilla (2015) argues that pay equity is not merely about employees' perception of the absolute value of their salary, but rather focuses on their evaluation of the fairness of the input-output ratio, as well as the sense of relative fairness formed through horizontal comparison with others. Marin (2021) notes that when employees perceive their compensation as commensurate with their contributions and equitable compared to similar roles both internally and externally, they are more likely to feel valued and recognized, which in turn stimulates positive work attitudes and higher levels of motivation. This sense of fairness can effectively enhance employees' intrinsic drive, encouraging them to engage more actively in their work and thereby improving both efficiency and quality. Appropriate compensation can satisfy employees' basic needs, ignite their internal motivation, and prompt them to work harder, thus enhancing overall performance (Giao et al., 2020). Further analysis by Azis et al. (2024) suggests that pay equity influences employees' psychological contract and social exchange relationships, thereby shaping their sense of trust and belonging toward the organization. Employees who perceive fairness in compensation are more likely to exhibit higher levels of organizational citizenship behavior, such as proactively assisting colleagues and actively participating in team activities, thereby fostering a positive and harmonious work atmosphere. Conversely, if employees perceive inequity in compensation, it may trigger negative emotions, including dissatisfaction, anxiety, and distrust, subsequently reducing job satisfaction and organizational commitment, and even increasing turnover intention (Fahriza et al., 2025).

Therefore, organizations should establish a transparent and equitable compensation system, ensuring that pay distribution aligns with employees' performance, competencies, and market value. Through effective communication mechanisms, companies should also respond promptly to employees' concerns regarding pay fairness, thereby fostering positive employee relations and enhancing overall organizational performance. The design of compensation systems should fully account for individual differences and needs among employees, implementing differentiated incentive strategies to meet the demands of various employee groups, thus improving the effectiveness of compensation incentives. Furthermore, effective incentive mechanisms should incorporate long-term motivation elements, such as equity incentives and stock options, to closely link employees' personal interests with organizational development, thereby stimulating sustained work motivation and creativity (Chen, 2024). Based on the above analysis, this study proposes:

H1: The higher the perceived pay equity among employees, the higher their level of work motivation.

B. Cultural Fit and Employee Motivation in Indonesia

Existing research indicates that cultural fit serves as a key prerequisite for employee motivation, profoundly influencing their sense of identity, belonging, and level of engagement within the organization. This is particularly salient in Indonesia's culturally diverse work environment, where the role of cultural fit is even more pronounced. Cultural fit extends beyond mere cultural identification; it refers to the alignment between employees' values, beliefs, and behavioral patterns and the organizational culture as well as the team atmosphere. Djaganata et al. (2024) posit that when employees perceive a congruence between organizational culture and their own cultural backgrounds, they are more inclined to develop positive work attitudes, thereby stimulating intrinsic motivation. As an intangible set of social norms and value orientations, organizational culture shapes employees' behavioral patterns and work methods (Wahdiniawati et al., 2024). A positive and healthy organizational culture can enhance cohesion among employees, foster a harmonious work atmosphere, and subsequently increase their sense of well-being and job satisfaction, ultimately translating into higher work efficiency and innovation capability (Dudija et al., 2024).

In Indonesia, Marpaung et al. (2023) point out that significant differences exist in employees' cultural backgrounds and values. Therefore, companies need to cultivate an inclusive organizational culture that respects employees' diverse cultural backgrounds. This approach can effectively enhance employees' cultural fit and further ignite their work enthusiasm. Effective cross-cultural communication plays a crucial role in managing a multicultural workforce. Managers must understand the behavioral patterns

and communication preferences of employees from different cultural backgrounds to prevent cultural conflicts and promote team collaboration (Putri et al., 2025). Based on the above analysis, this study proposes:

H2: Cultural fit has a significant positive impact on employee motivation; that is, the higher the level of cultural fit among employees, the higher their level of work motivation.

C. Leadership Synergy and Employee Motivation in Indonesia

Leadership synergy plays a critical role in stimulating employee motivation, particularly in culturally diverse and rapidly growing economies like Indonesia. Effective leadership extends beyond issuing directives; more importantly, it fosters a work environment that inspires employees' intrinsic drive, encourages innovation, and enhances overall performance (Fu et al., 2022). Effective communication between leaders and subordinates constitutes a vital process for building trust and reliability, which in turn significantly enhances employee engagement (Zhou et al., 2023). Research by Rahmadani et al. (2020) suggests that when leaders clearly convey organizational goals and visions and ensure that employees understand the alignment between their individual contributions and these objectives, employees are more likely to feel motivated and fully engaged in their work [26]. Additionally, leaders who demonstrate integrity, fairness, and empathy can earn employees' respect and loyalty, thereby inspiring them to exceed their own expectations (Hermastho, 2023). Leaders should also focus on employees' personal development by providing training, guidance, and career advancement opportunities. This approach strengthens employees' self-confidence and capabilities, thereby enhancing their job satisfaction and motivation. Leaders need to exhibit inspirational qualities by imbuing work with meaning to motivate their teams (Siregar et al., 2023). The effectiveness of leadership synergy is further reflected in how leaders manage and resolve conflicts. An outstanding leader should be capable of handling conflicts fairly and impartially, encouraging open dialogue, and seeking win-win solutions (Nilasari et al., 2022).

Furthermore, leadership synergy manifests in how leaders delegate authority and trust their employees. When leaders grant employees autonomy and decision-making power, employees feel respected and trusted, thereby enhancing their sense of responsibility and belonging (Koto et al., 2019). Such empowerment not only improves employees' work efficiency and innovation capability but also reinforces their intrinsic motivation. Leaders should actively cultivate positive and stable relationships with employees, encourage accountability for their actions, clearly communicate organizational goals, promote employee participation in decision-making, and share valuable information, thereby boosting employees' engagement and motivation. Based on the above analysis, this study proposes:

H3: The higher the degree of leadership synergy, the higher the level of employee motivation.

III. DATA SOURCES AND VARIABLE MEASUREMENT

A. Estimation Model

$$Em = \alpha_0 + \alpha_1 Pe + \alpha_2 Cf + \alpha_3 Lc + \varepsilon \quad (1)$$

In Equation (1), EM (Employee Motivation) represents the motivation of Indonesian employees as the dependent variable; the core independent variables are Pe (Pay Equity) representing compensation fairness, Cf (Cultural Fit) representing cultural alignment, and Lc (Leadership Collaboration) representing leadership synergy; ε is the error term.

B. Data Sources

This study examines the relationship between employee motivation and pay equity, cultural fit, and leadership collaboration based on data collected in Indonesia. A total of 150 valid responses were obtained through the survey, which aims to explore how these three dimensions influence employee motivation in the Indonesian context.

Table 1 Sample Characteristics

Item	Category	Frequency	Percentage (%)
Gender	Female	69	46
	Male	81	54
Age group	20-25	9	6
	25-30	57	38
	30 and above	84	56
Tenure	Less than 6 months	40	26.67
	6 to 12 months	42	28

	1 to 2 years	27	18
	More than 2 years	41	27.33

C. Variable Definition

a. Dependent Variable

To assess the motivating factors among Indonesian employees, this study draws on the research framework developed by Wu et al. (2022), categorizing employee motivation into four primary dimensions: material motivation, which includes salary, benefits, paid leave, reasonable work schedules, and specific rewards for individual contributions; security motivation, encompassing a positive work environment, comprehensive social insurance, and housing provident funds; social motivation, involving team-building activities, harmonious interpersonal relationships, effective communication mechanisms, and a sense of collective belonging; and self-actualization motivation, manifested through public recognition of individual contributions and acknowledgment of work achievements by colleagues and leaders. Furthermore, this research introduces moderating variables specific to the Indonesian context to enhance the explanatory power of the model for the present study's setting.

b. Independent Variable

Pay Equity: Drawing on the research framework of Wahdiniawati et al. (2024), this study examines pay equity through three core dimensions: first, distributive fairness, which refers to employees' perception of whether compensation levels and bonus distributions align with individual contributions; second, procedural fairness, which focuses on the transparency and reasonableness of the salary decision-making process; and third, interactional fairness, which emphasizes the respect shown by management toward employees and the adequacy of communication during the implementation of compensation policies.

Cultural Fit: Drawing on the research framework of Wijonarko et al. (2024) and based on the prominent characteristics of power distance and collectivism in Indonesian culture—particularly evident in leader-employee interactions—this study examines cultural fit through the following three core dimensions: first, power distance fit, which refers to the alignment between leadership styles and employees' acceptance of hierarchical authority; second, collectivism-oriented fit, which focuses on whether the organization values team harmony and shared goals in motivation and decision-making; and third, relational interaction fit, which emphasizes whether respect, mutual trust, and emotional support are reflected in communication between leaders and employees.

Leadership Collaboration: Drawing on the research framework of Farras et al. (2024), this study examines leadership collaboration through the following three dimensions: first, inspirational motivation, which refers to leaders' efforts to guide employees beyond personal interests and foster their identification with organizational goals through vision communication and emotional resonance, thereby enhancing their work engagement; second, intellectual stimulation, which manifests in encouraging employees to bravely experiment with new methods and actively respond to challenges, so as to stimulate their innovative thinking and autonomous agency; and third, individualized consideration, which emphasizes leaders' attention to the personalized needs of employees, providing timely support and feedback to strengthen their psychological safety and sense of belonging within the organization.

IV. RESULT AND ANALAYSIS

A. Validity Test

Based on the validation results presented in Table 2, the p-values for the variables EM, Pe, Cf, and Lc are all below 0.05, indicating that these variables are statistically significant. Therefore, these variables are deemed valid, providing a solid foundation for subsequent data analysis and ensuring the reliability and validity of the research findings, thereby supporting the achievement of the study's objectives.

Table 2 Validity Test

	EM	Pe	Cf	Lc	Result
EM	1.0000				
Pe	0.8770	1.0000			
	0.0000				Valid

Cf	0.8687	0.8757	1.0000		
	0.0000	0.0000			Valid
Lc	0.8390	0.7179	0.8188	1.0000	
	0.0000	0.0000	0.0000		Valid

B. Reliability Test

As shown in Table 3, the core constructs of this study—employee motivation, pay equity, cultural fit, and leadership collaboration—all demonstrated satisfactory reliability, with each scale achieving high internal consistency. This provides robust methodological support for the research, laying a solid foundation for further analysis of how these factors influence employee motivation in the Indonesian context.

Table 3 Reliability Test

	Em	Pe	Cf	Lc
Average interitem covariance	0.4452	0.4328	0.4813	0.4635
Number of items in the scale	11	9	7	9
Scale reliability coefficient	0.8607	0.7215	0.7921	0.7234

C. Heteroskedasticity Test

Based on the results in tabel 4. the Breusch-Pagan test ($chi^2 = 0.42$, $p = 0.328$), it can be concluded that there is no evidence of heteroscedasticity in the employee motivation model. This indicates that the residual variance is consistent across all predicted values of employee motivation, satisfying a fundamental assumption of regression analysis. The non-significant p-value further confirms the homoscedasticity of the error term, suggesting that the relationships between pay equity, cultural fit, leadership collaboration, and employee motivation are not distorted by unequal variance.

Table 4 Heteroskedasticity Test

Breusch–Pagan/Cook–Weisberg test for heteroskedasticity
Assumption: Normal error terms
Variable: Fitted values of EM
H0 : Constant variance
chi2 (1) = 0.42
Prob > chi2 = 0.328

D. Baseline Regression

The baseline regression results are presented in Table 5. Column (1) of Table 5 shows that the regression coefficient of pay equity (Pe) on employee motivation in Indonesia is statistically significant and positive at the 1% level, indicating that enhancing the perception of pay equity can significantly improve the motivation levels of Indonesian employees. When employees perceive their compensation as fairer, their sense of commitment to the organization increases, thereby enhancing job performance. Furthermore, a fair compensation system helps strengthen employees' trust in and identification with the organization, which in turn boosts their work engagement. Hypothesis 1 is supported by empirical evidence.

Table 5 Baseline Regression

	Employee Motivation			
VARIABLES	**(1)**	**(2)**	**(3)**	**(4)**
Pe	1.254***			1.079***
	(0.150)			(0.254)
Cf		1.132***		0.452***
		(0.157)		(0.117)
Lc			1.157***	0.634***
			(0.146)	(0.178)

Constant	5.320***	4.897***	2.421	15.96***
	(1.249)	(1.316)	(1.860)	(2.225)
Observations	150	150	150	150

Robust standard errors in parentheses *** p<0.01, ** p<0.05, * p<0.1

On the other hand, cultural fit plays a significant role in the relationship with employee motivation in Indonesia. As shown in Column (2) of Table 5, cultural fit (Cf) exhibits a statistically significant positive association at the 1% level. This indicates that the degree of cultural alignment profoundly influences employees' sense of identity, belonging, and work engagement within the organization. The higher the employees' cultural fit, the greater their level of work motivation. Hypothesis 2 is thus supported by empirical evidence.

Column (3) of Table 5 shows that leadership collaboration (Lc) also demonstrates a statistically significant positive relationship at the 1% level. This finding suggests a complementary effect between transformational leadership, organizational culture, and employee engagement. The personalized consideration, intellectual stimulation, and supportive culture fostered by leaders collectively create an environment of safety and trust, making employees more willing to commit themselves fully. Hypothesis 3 is therefore supported by the empirical results.

In Column (4) of Table 5, when pay equity, cultural fit, and leadership collaboration are included simultaneously in the model, their regression coefficients remain statistically significant and positive at the 1% level. This confirms that all three core factors significantly influence employee motivation in Indonesia. Moreover, this integrated model provides a more comprehensive understanding of how pay equity, cultural fit, and leadership collaboration jointly shape the work engagement of employees in the Indonesian context.

CONCLUSSION

This study aims to analyze and explore how pay equity, cultural fit, and leadership collaboration influence employee motivation in Indonesia. The key conclusions are as follows:

First, pay equity plays a crucial role in promoting employee motivation. The results demonstrate a significant positive correlation between pay equity and the motivation levels of Indonesian employees. When employees perceive compensation distribution as fair—meaning salary levels and bonus allocations align with their individual contributions, and the compensation decision-making process is transparent and reasonable—their work engagement improves substantially. This underscores the importance for organizations to establish a transparent and equitable pay system that ensures compensation corresponds to employees' performance, capabilities, and market value. Furthermore, addressing employees' concerns about compensation through effective communication can strengthen their trust in and sense of belonging to the organization, thereby enhancing their work engagement.

Second, cultural fit significantly influences employee motivation in Indonesia. The study reveals that the higher the alignment between employees' values, beliefs, and behavioral patterns and the organizational culture as well as team atmosphere, the greater their level of work motivation. In culturally diverse Indonesia, it is essential for companies to foster an inclusive organizational culture that respects employees' multicultural backgrounds. By cultivating a harmonious work environment, employees' sense of belonging and identification can be strengthened, which in turn stimulates their work enthusiasm and improves both efficiency and innovation.

Finally, leadership collaboration is a key factor affecting employee motivation in Indonesia. Leaders' motivational behaviors, such as providing intellectual stimulation and individualized consideration, can effectively enhance employees' work engagement. When leaders clearly communicate organizational goals, demonstrate integrity and fairness, pay attention to employees' personal development, and grant them autonomy and decision-making authority, employees feel respected and trusted. This strengthens their sense of responsibility and belonging, thereby increasing job satisfaction and motivation levels.

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