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Result Culture & ROWE: The Key to High Performance

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Abstract: This study examines how result culture and Results-Only Work Environment (ROWE) influence high performance through technological support, transformational leadership, and work maturity. Using Structural Equation Modelling (SEM) with data collected from employees of PT STO Telkom Bekasi (N = 60), this study finds that technological support plays a dominant and significant role in improving high performance ($\beta = 0.77$, $p < 0.05$). While result culture significantly influences transformational leadership and employee work maturity, it does not directly enhance high performance. Similarly, ROWE significantly improves technological support, which in turn enhances high performance. These findings suggest that cultural and work-environment reforms alone are insufficient without strong digital infrastructure support. The study contributes to the performance management literature by identifying technological support as a critical enabling mechanism in results-based work systems.

Keywords: Result Culture, ROWE, Outcome-based Management, Productivity, Organizational Performance

INTRODUCTION

Digital transformation has shifted performance evaluation from time-based control to output-based accountability. Organizations increasingly adopt result-oriented cultures and ROWE to enhance productivity and adaptability (Kniffin et al., 2021; Wang et al., 2021; Allen et al., 2021; Schneider, B. & Pulakos, E.D. 2022; Aguinis, 2023).

However, empirical evidence remains mixed regarding whether such cultural and structural reforms directly generate high performance. Prior research largely emphasizes leadership and psychological mechanisms, yet in digitally intensive organizations, performance may depend more heavily on infrastructural readiness (Aguinis, 2023; DeNisi & Murphy, 2022; Schneider, B. & Pulakos, E.D. 2022; Koopmans et al., 2013; Van der Voet & Steijn, 2021; Wang et al., 2021; Spreitzer et al., 2023).

Literature Review And Hypothesis Development

Result Culture and Organizational Behavior

According to embedded leadership theory, leadership is not separate from organizational culture. Instead, culture shapes expectations of leader behavior and influences the evolving leadership style (Northouse, 2022; Banks et al., 2022). A results culture emphasizes accountability, target achievement, and output measurement. In such an environment, leaders are encouraged to: 1) convey a performance-based vision, 2) encourage collective target achievement, and 3) cultivate results-based discipline (Aguinis, 2023; Cascio & Montealegre, 2021; Wang et al., 2021; Kniffin et al., 2021). Theoretically, a strong culture can strengthen the expression of transformational leadership because organizational values and the leader's vision are aligned (Bass & Riggio, 2006; Northouse, 2022; Yukl, 2013). Therefore:

H1: Result culture positively influences transformational leadership.

Work maturity refers to an individual's readiness to take responsibility for their tasks, including self-direction and self-regulation. Based on self-determination theory, transformational leadership enhances the internalization of organizational goals through inspiration and intellectual stimulation (Patton & Lokan, 2001).

H2: Result culture positively influences employee work maturity.

H3: Result culture positively influences high performance

However, culture is considered a distal factor; thus, its direct effect on high performance may be limited.

ROWE and Structural Flexibility

ROWE restructures work design by focusing exclusively on results (Kelly & Moen, 2021; Kelliher, C., & de Menezes, L. M. 2021; Bloom et al., 2022). Contingency theory argues that structural flexibility must align with operational capability.

H4: ROWE positively influences technological support.

Technological Support and High Performance

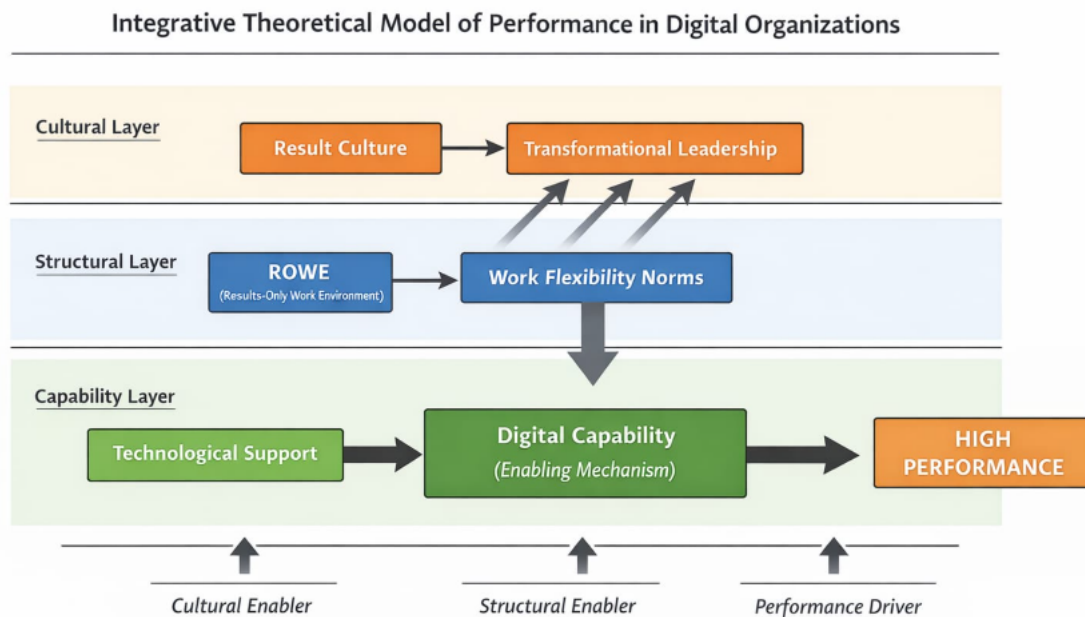
Digital transformation theory posits that infrastructure enables coordination, transparency, and KPI monitoring (Alam & Dewi, 2024; Vial, 2021; Verhoef et al., 2021).

H5: Technological support positively influences high performance.

Mediation Hypothesis

H6: Technological support mediates the relationship between ROWE and high performance.

Based on this background, this article aims to analyze the influence of results culture and Results-Only Work Environment (ROWE) on employee high performance using a quantitative approach. This research is expected to provide theoretical contributions to the development of human resource management studies and serve as a practical reference for organizations in designing results-based work culture strategies to achieve sustainable high performance.



METHOD

This study applies a quantitative explanatory approach using SEM to analyze causal relationships between Result culture and Results-Only Work Environment (ROWE) on employee high performance, with transformational leadership style, employee work maturity, and technology support as mediating variables. The focus of empirical research is directed at Employees of PT STO Telkom Bekasi, a regional unit of PT Telkom Indonesia.

This study applied a census (total sampling) technique, also known as sample jenuh, in which all members of the population were included as research respondents. The decision to use census sampling was based on the following considerations: 1) The population size was manageable and fully accessible. 2) All employees had direct exposure to the organizational practices under investigation. 3) The study aimed to capture complete organizational perceptions rather than generalize beyond the institutional context. 4) Census sampling eliminates sampling error and enhances internal validity within the organization

The final number of valid responses analyzed was n = 60, representing approximately 100% of the population.

Given that the study used 51 measurement indicators, the sample size satisfies the SEM adequacy requirement (minimum 5–10 observations per indicator). Thus, the dataset is statistically sufficient for robust parameter estimation.

Respondent were required to: 1) Hold permanent employee status. 2) Have a minimum tenure of one year. 3) Have experienced the implementation of result-based evaluation of flexible work arrangements.

RESULTS AND DISCUSSION

The validity and reliability test results produced a valid and reliable instrument consisting of 51 statements, covering: 12 items to measure high performance, 8 items for transformational leadership style, 9 items for employee work maturity, 13 items for technological support, 6 items for Results-Only Work Environment (ROWE), and 3 items for results-oriented culture.

Although overall model fit indices suggest acceptable fit (CFI = 0.94; NFI = 0.93), the very low degrees of freedom (df = 3) necessitate cautious interpretation. Fit statistics in near-saturated models tend to be less informative. Accordingly, theoretical coherence and structural path interpretation are emphasized over mechanical fit confirmation.

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Number of Iterations = 7
LISREL Estimates (Robust Maximum Likelihood)

Measurement Equations

RC3 = 0.54*RC, Errorvar.= 0.48 , R² = 0.38
      (0.44)          (0.51)
      1.24          0.94

RC4 = 0.66*RC, Errorvar.= 0.20 , R² = 0.69
      (0.58)          (1.69)
      1.14          0.12

RC5 = 0.72*RC, Errorvar.= 0.12 , R² = 0.81
      (0.59)          (1.02)
      1.23          0.12

RC10 = 0.41*RC, Errorvar.= 0.41 , R² = 0.29
      (0.42)          (0.36)
      0.97          1.14

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Figure 1. Measurement Equations

The structural model explains 68% of the variance in high performance (R² = 0.68), indicating substantial explanatory power. However, the distribution of explanatory weight across paths reveals an asymmetrical structure of influence.

Structural Equations

GP = 0.62*RC + 0.053*RO, Errorvar.= 0.58 , R² = 0.42
 (0.11) (0.16) (0.14)
 5.47 0.33 3.99

KK = 0.52*RC + 0.088*RO, Errorvar.= 0.66 , R² = 0.33
 (0.12) (0.14) (0.14)
 4.28 0.64 4.91

DT = 0.18*RC + 0.53*RO, Errorvar.= 0.58 , R² = 0.41
 (0.13) (0.16) (0.13)
 1.33 3.33 4.66

HP = 0.16*GP - 0.11*KK + 0.77*DT + 0.061*RC + 0.0054*RO, Errorvar.=0.32,R²=0.68
 (0.16) (0.099) (0.13) (0.20) (0.15) (0.076)
 0.98 -1.09 5.86 0.30 -0.036 4.24

Figure 2. Structural Equations

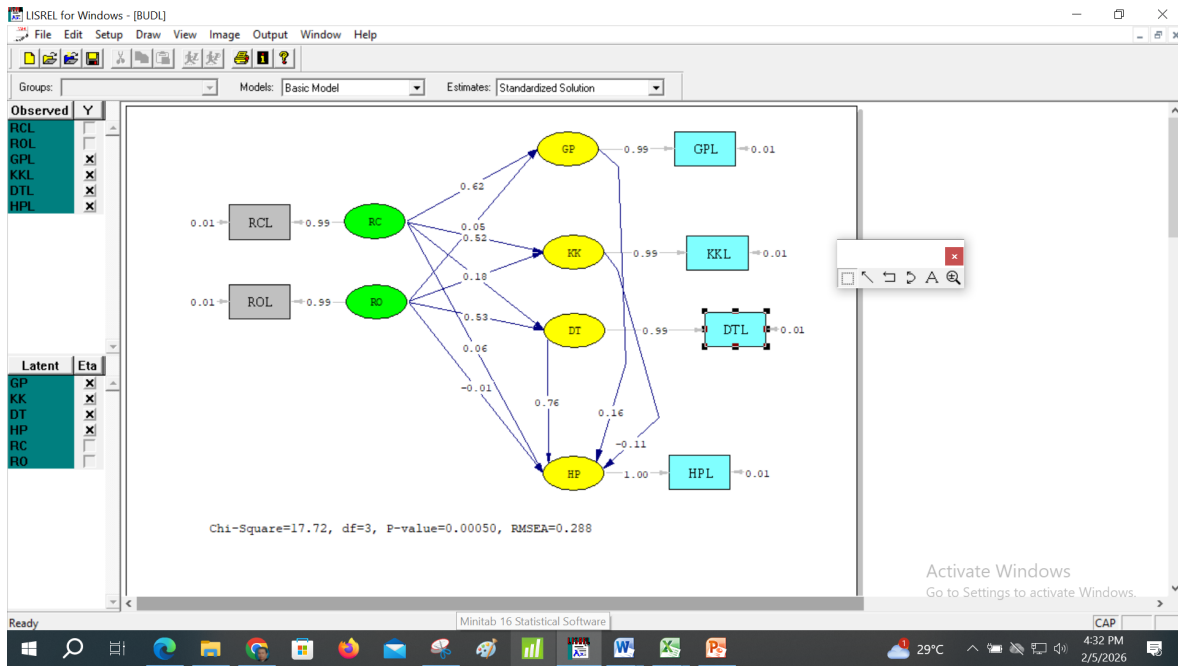


Figure 3. Lisrel output display with standardised Solution settings (print screen)

Model Testing

Confirmatory Factor Analysis (CFA) was performed to assess: Factor loadings, Construct reliability (CR), Average Variance Extracted (AVE), Convergent validity, and Discriminant validity. Indicators with standardized loadings below 0.50 were evaluated for potential removal.

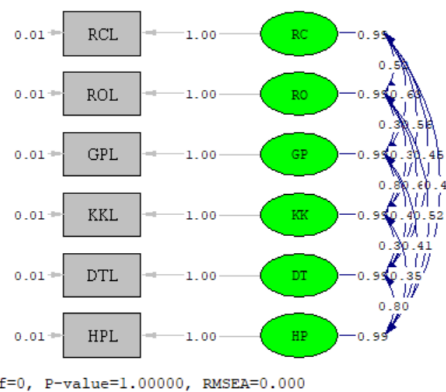


Figure 4. Testing measurement models using confirmatory factor analysis (CFA)

Overall SEM Model Testing

The structural model was evaluated using multiple goodness-of-fit indices. The chi-square statistic was significant ($\chi^2 = 248.39, p < 0.05$), indicating model misfit under the strict chi-square criterion. However, chi-square is highly sensitive to model complexity and sample size, and in this study, the degree of freedom was very small ($df = 3$), suggesting a near-saturated model. Under such conditions, chi-square loses discriminating power. Other fit indices provided a more nuanced interpretation: RMSEA = 0.0013, CFI = 0.94, NFI = 0.93, IFI = 0.94, GFI = 0.84 (marginal fit).

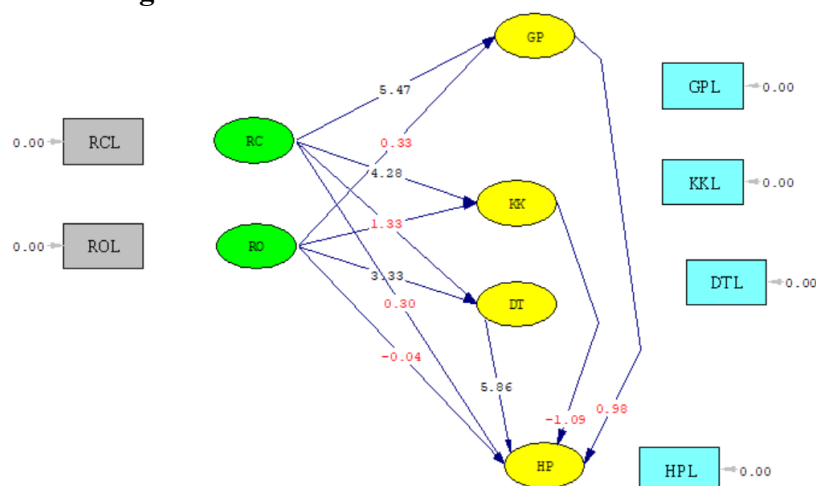
Table 1. Overall Model Fit Test

GOF Measurement	Match Level Target	Value	Model Fit to Data
Chi-Square	The small value $P < 0.05$	248.39/0.00050 ($P = 0.00$)	Yes
GFI	$GFI \geq 0,90$ good fit $0,8 \leq GFI < 0,9$ marginal fit	0.84	Marginal Fit
RMSEA	Good fit if $RMSEA < 0.08$	0.0013	Yes
ECVI	The small and close value with saturated ECVI	M: 4.41 S: 0.71 I: 0.91	Yes
AIC	The small and close value with saturated AIC	M: 53.72 S: 42.00 I: 278.96	Yes
CAIC	The small and close value with saturated CAIC	M: 109.42 S: 106.98 I: 278.96	Yes
NFI	Good fit if $NFI > 0.90$	0.93	Yes
CFI	Good fit if $CFI > 0.90$	0.94	Yes
IFI	Good fit if $IFI > 0.90$	0.94	Yes
RFI	Good fit if $RFI > 0.90$	0.92	Yes
Df		3	

Source: Data Processed by Author

While GFI indicated marginal fit, incremental fit indices (CFI, NFI, IFI) exceeded the recommended 0.90 threshold, suggesting acceptable model adequacy. Given the extremely low degrees of freedom, fit statistics must be interpreted cautiously. Overall, the model was deemed sufficiently adequate for hypothesis testing, although the limited degrees of freedom restrict the robustness of global fit conclusions.

Structural Model Testing



Chi-Square=17.72, df=3, P-value=0.00050, RMSEA=0.288

Source: Data Processed by Author

Figure 5 Lisrel output display with t – value settings

Significant Relationships

Result culture significantly predicts transformational leadership (H1) ($\beta = 0.62, p < 0.05$) and work maturity (H2) ($\beta = 0.52, p < 0.05$). This suggests that cultural orientation toward outcomes meaningfully shapes leadership expression and employee behavioral readiness.

ROWE significantly predicts technological support (H3) ($\beta = 0.53, p < 0.05$), indicating that structural flexibility initiatives are associated with strengthened digital infrastructure and system utilization.

Most notably, technological support exerts a strong and significant effect on high performance (H4) ($\beta = 0.77, p < 0.05$). This path accounts for the majority of explained variance in performance outcomes.

Non-Significant Relationships

Contrary to mainstream expectations:

1. Result culture does not directly influence high performance.
2. Transformational leadership does not significantly influence high performance.
3. Work maturity does not significantly influence high performance.
4. ROWE does not directly influence high performance.

These findings suggest that performance generation in this context does not operate through conventional cultural or leadership channels.

Mediation Analysis

Technological support significantly mediates the relationship between ROWE and high performance. No other mediation pathways reach statistical significance.

This indicates that structural flexibility influences performance only when translated into digital capability.

Empirical Pattern Summary

1. The results reveal a layered asymmetry:
2. Cultural mechanisms shape behavioral orientation.
3. Structural mechanisms shape system configuration.
4. Capability mechanisms drive measurable performance.

Performance variance concentrates at the capability layer rather than the leadership layer.

Discussion

Reassessing the Centrality of Transformational Leadership

For decades, transformational leadership has been positioned as a universal driver of organizational performance (Bass, 1985; Judge & Piccolo, 2004). The absence of a significant direct effect in this study invites theoretical reconsideration.

Rather than rejecting transformational leadership theory, the findings suggest a boundary condition: leadership influence may diminish in environments characterized by high digital governance intensity (Avolio, Sosik, Kahai, & Baker, 2014).

In system-regulated contexts—where workflows, KPIs, and monitoring are digitally embedded—performance outcomes may depend less on interpersonal inspiration and more on infrastructural enablement (Brynjolfsson & McAfee, 2014; Leonardi, 2021).

This shifts the explanatory emphasis from relational dominance to systemic configuration (Orlikowski, 2007).

Culture as a Distal Rather Than Proximal Driver

Result culture significantly shapes leadership and maturity, yet does not directly influence performance. This indicates that culture may operate as a distal variable, requiring translation into operational mechanisms (Schein, 2010).

The findings refine organizational culture theory by demonstrating that value orientation alone does not produce performance outcomes without structural and technological alignment (Denison, 1990; Hartnell, Ou, & Kinicki, 2011).

Culture shapes intentions (Schein, 2010). Technology shapes execution (Orlikowski, 2007; Leonardi, 2021).

Structural Flexibility Requires Capability Translation

ROWE does not directly improve high performance. Instead, its effect is fully mediated by technological support.

This challenges simplistic assumptions that flexible work arrangements inherently improve performance (Bloom, Liang, Roberts, & Ying, 2015). Flexibility without digital infrastructure may create ambiguity rather than efficiency (Allen, Golden, & Shockley, 2015).

The implication is structural reforms must be technologically scaffolded to become performance-relevant (Teece, 2018).

Toward a System-Enabled Performance Framework

The empirical configuration suggests a multi-layered performance architecture:

1. Cultural Layer – shapes norms and leadership orientation (Schein, 2010)
2. Structural Layer – shapes work design and autonomy (Lawrence & Lorsch, 1967)
3. Capability Layer – translates structure into measurable outcomes (Teece, 2018)

Performance emerges predominantly from the capability layer.

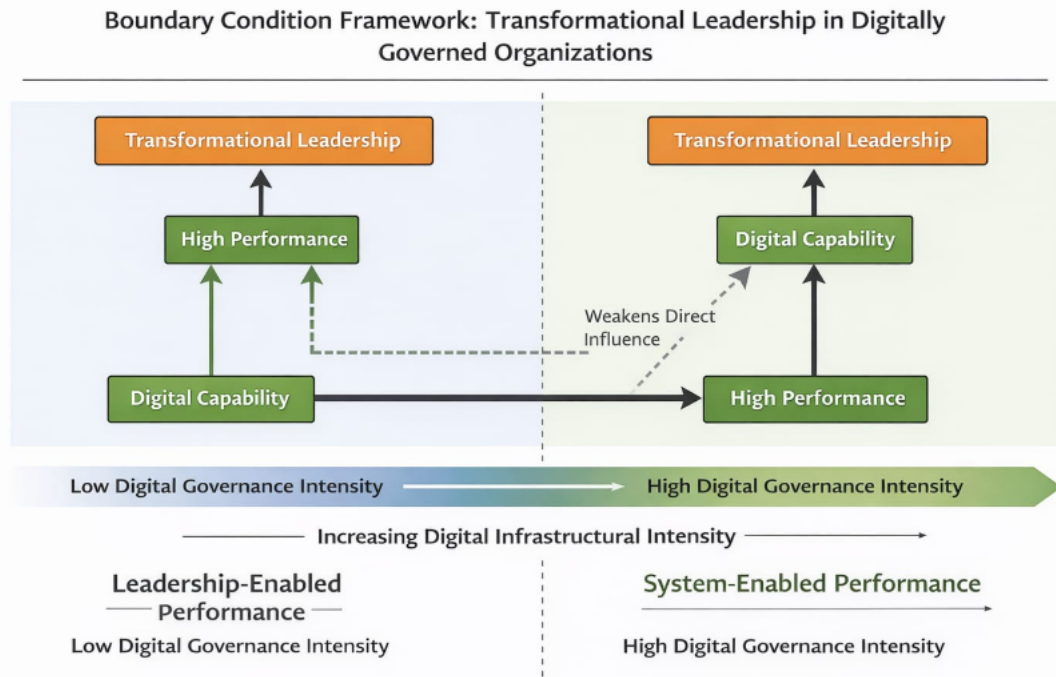
This reframes performance theory in digitally intensive organizations as system-enabled rather than leader-enabled (Brynjolfsson & McAfee, 2014).

Theoretical Implications

1. Boundary Condition of Leadership Theory

The study introduces digital infrastructural intensity as a contextual boundary condition moderating the leadership–performance relationship (Avolio et al., 2014).

Leadership may remain critical in ambiguous, low-structure contexts (Bass, 1985). However, in digitally governed environments, its direct performance impact may attenuate (Leonardi, 2021).



2. Recalibrating Contingency Theory

Traditional contingency theory emphasizes structural alignment (Lawrence & Lorsch, 1967). This study extends it by incorporating digital capability as the operative translation mechanism (Teece, 2018).

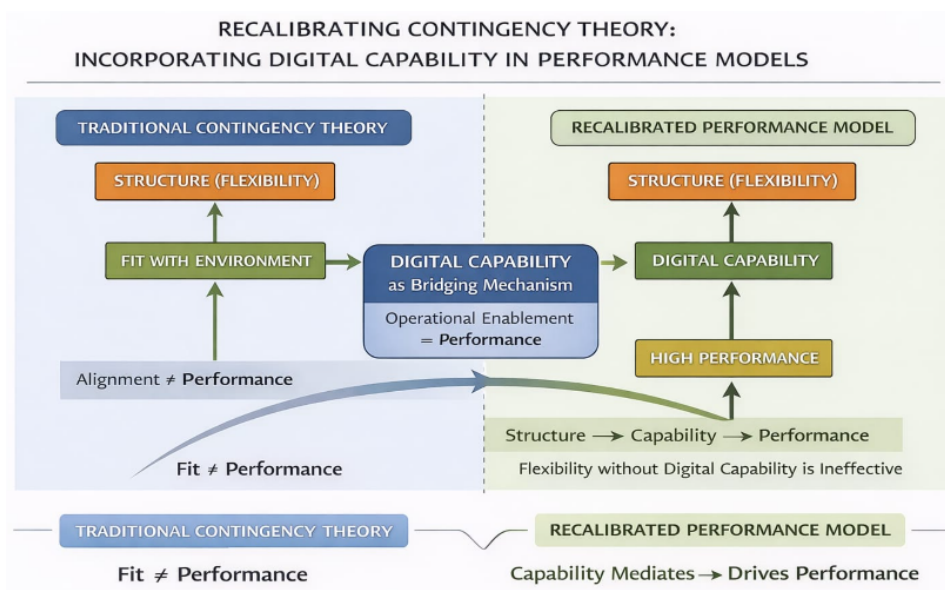
Alignment without infrastructure does not produce performance (Brynjolfsson & McAfee, 2014).

3. Redefining High Performance Mechanisms

High performance in digital organizations may increasingly depend on:

1. System integration (Teece, 2018)
2. Real-time monitoring capability (Leonardi, 2021)
3. Data-driven coordination (Brynjolfsson & McAfee, 2014)

rather than solely motivational dynamics (Judge & Piccolo, 2004).



Concluding Theoretical Position

This study does not displace transformational leadership theory; it refines it (Bass, 1985). The findings suggest that as organizations become increasingly digitized, the locus of performance generation may migrate from interpersonal leadership influence to infrastructural capability (Orlikowski, 2007; Leonardi, 2021).

In digital environments, performance is engineered, not merely inspired (Brynjolfsson & McAfee, 2014).

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