

## The Impact of Leadership Culture on Motivation, Efficiency, and Performance of Customs Employees: A Case Study of Iran Customs

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**Abstract :** In today's world, public agencies like customs have become vital institutions in international trade processes and in maintaining national economic security due to increasing economic and commercial complexities. In this regard, human resource management (HRM) is crucial to achieving organizational goals. This research employed a descriptive survey method, in which the statistical population consisted of all customs employees. Using Cochran's formula, 300 employees were selected from the central customs office. A researcher-made questionnaire was used as the data collection tool, with content validity and reliability confirmed using Cronbach's alpha coefficient. The collected data were analyzed through structural modeling using SPSS and AMOS 24. The results indicated that leadership culture significantly affected employee motivation, efficiency, and performance in customs. Customs managers and leaders in Iran can improve organizational productivity by fostering this culture, thereby facilitating individual and organizational development for their staff.

**Keywords :** leadership culture, organizational culture, employee performance, customs

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