



Style Influence Transformational Leadership and Organizational Culture on Employee Performance

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Abstract

This study aimed at investigating and discussing the effect of transformational leadership style on employee performance with the view of establishing whether organizational culture had an effect on employee performance and whether organization culture and transformational leadership style jointly had significant impact on employee performance at the Makassar Region V Airport Authority Office. The authors employed a quantitative approach in this study since the questionnaires were distributed to the employees in the Makassar Region V Airport Authority Office. The purposive method was used to select the research sample whereby 50 respondents would pass a questionnaire that was valid and reliable. Findings of this research point to the fact that: (1) transformational leadership style does not significantly and positively influence employee performance at Makassar Region V Airport Authority Office. (2) Organizational culture positively and significantly influences the performance of employees, and influences the performance of employees in part at the Makassar Region V Airport Authority Office. (3) At the same time, the organization culture and the style of leadership, transformational leadership style, significantly influence the employee performance at the Makassar Region V Airport Authority Office.

Introduction

The two inseparable aspects in a company are the presence of the organization and human resources (HR). Both are regarded as the most important elements in successful fulfilment of company objectives. To attain these objectives, firms need highly committed and skilled human resources, who will contribute positively to the company (Suyuthi et al., 2020). The effectiveness of the work of the employees has a significant impact on the development of the company (Frimayasa & Lawu, 2020; Sugiarti, 2022; Riyanto et al., 2021). Employees are not just the executors of the tasks but they are also the main contributors to decision-making and the realization of strategic goals of the organization. They have different skills, viewpoints and backgrounds that when handled in the right manner would translate to a good asset in the development of the organization. Thus, by applying professional and competent HR management, it is believed that the organizations have the best chance to enhance work productivity. The improvement of employee performance has been one of the primary issues that are encountered in running a company (Elnaga & Imran, 2013; Vuong & Nguyen, 2022; Hanaysha & Alzoubi, 2022). Employee performance depends on the factors, which are categorized into two groups: internal factors comprise personal motivation and competence, and external factors include the leadership style and the organizational culture (Robbins & Judge, 2019).

Leadership is one of the factors that play a motivating role among members of the team and is defined in terms of wisdom, proactiveness, intelligent decision making, and problem solving skills, which eventually enhances organisational performance. Leadership style is a planned behaviour, which is directed towards influencing the members of the team, so as to have them perform optimally thus efficiently attaining organizational goals and expectations. A leader should possess a leadership style that matches that of his or her subordinates since leadership determines the success of an organization. Transformational leadership is one of the leadership styles that can have a positive effect on employee performance (Akbar et al., 2017; Ekhsan & Setiawan, 2021; Marisya et al., 2023).

Transformational leadership has been deemed to have the ability to enhance performance among the employees due to its emphasis on employee potential, motivating the employees to be creative in thinking and providing an environment that fosters innovation (Al Harbi et al., 2019; Jyoti & Dev, 2015; Bin Saeed et al., 2019). This leadership style may lead to more optimal performance and become more committed and loyal to the organization by motivating employees to actively engage in organizational change and development (Adriyanti et al., 2023; Zanabazar et al., 2023). Besides transformational leadership style, organizational culture forms another vital factor that determines the performance of the employees. Organizational culture is a good base that can assist in improving the performance of employees (Awadh & Saad, 2013; Kuswati, 2020).

According to Sutrisno (2019), organizational culture refers to values and norms (beliefs) and assumptions that are concurred and adhered by the members of an organization and are used as a guide to behavior and problem-solving. In order to attain organizational objectives, the founder or head of the company must develop a culture that can be adopted by everyone so that each member of the organization has similar guidelines and beliefs to achieve the desired success together (Schein, 2010; Gutterman, 2023; Schein, 1983). Organizational culture also serves to reduce the rate of adapting the employees to the work environment, enhance healthy cooperation and finally enhances the performance of the employees (Kim & Jung, 2022; Zacharias et al., 2021; Azeem et al., 2021).

The study centers on the Makassar Region V Airport Authority Office which is an organization which is important in the management and control of operations in the airport in the region. Considering the importance of human resources involved in the smooth running and services provision in this sector, this research study intends to examine how the transformational leadership style and organizational culture affect employee performance. It is hoped that the results of this study can be of help to the policy makers in the quest of enhancing efficiency and effectiveness of organizations by comprehending the relationship between transformational leadership style, organizational culture and employee performance.

Methods

The current research design was quantitative descriptive research, intended to research and explain how transformational leadership style and organizational culture affect the performance of employees in an orderly and quantifiable way. A quantitative methodology was considered the most suitable, since it would ease the observation of social phenomena in a numeric expression subject to statistical techniques. This methodology was used to investigate the relationships between variables in addition to testing them in an empirical setting in the Makassar Region V Airport Authority Office. The methodological rigour was also strengthened by the use of SPSS version 26 as the main instrument of analysis since the validity tests, reliability tests, classical assumptions testing, and regression analysis could all be done accurately and with precision.

The sample group consisted of 164 workers of Makassar Region W Airport Authority Office. Since the study had a contextual emphasis, it used purposive sampling method as a strategy of deliberately targeting the respondents to have the most pertinent characters to the research goals. It was considered appropriate to obtain data that can best capture the organisational dynamics being sought. Fifty respondents were involved, which is considered to be sufficient to represent a wide range of views and still be feasible in the process of data collection. The purposive sampling is also a reflection of the purpose of the study as it does not seek to generalise but rather create insights that are heavily based on the context of the organisation under scrutiny.

A structured questionnaire was also used to collect data by operationalising the three core constructs, i.e., transformational leadership style, organisational culture, and employee performance. The individual constructs were broken down into a group of indicators targeting the conceptual aspects of these constructs; the indicators were then established into a statement, which was measured using a Likert scale. This design allowed the respondents to understand the degree of their agreement or disagreement making the responses quantifiable and appropriate to quantitative analysis. The instrument has gone through an intense pre-testing to determine the validity and reliability before complete dissemination. Findings indicated that the statistical validity of all the items was satisfied with the values of the Pearson correlation and Cronbach Alpha coefficients of each variable were greater than 0.70, which proves the consistency and reliability of the instrument.

The diagnostic procedures were performed before hypothesis testing to support the fact that assumptions of statistics were met. The data distribution was tested using the KolmogorovSmirnov test to determine whether it was normally distributed, and the test showed that it was normally distributed, hence regression analysis could be performed. Multicollinearity was measured using tolerance and Variance Inflation Factor (VIF) both of which fell within acceptable levels without raising concern that there may be too much inter-correlation between independent variables. Heteroscedasticity test also confirmed that the regression model was not affected by unequal residual variances and, therefore, the regression results have high reliability. After the validation of these classical assumptions, the research was conducted using multiple linear regression analysis to explore the research hypotheses, which allowed outlining both the individual impact of the transformational leadership style and the organisational culture on employee performance and their interaction.

Result and Discussion

This study aims to analyze the influence of transformational leadership style and organizational culture on employee performance at the Makassar Airport Authority Region V Office. Before testing the hypotheses, a data quality test was first conducted.

Data Quality Test

Table 1. Validity Test

Variable	Instrument	Pearson Correlation	Sig. (2-tailed)	Information
Transformational Leadership Style (X1)	X _{1.1}	0,594	0,000	Valid
	X _{1.2}	0,858	0,000	Valid
	X _{1.3}	0,841	0,000	Valid
	X _{1.4}	0,881	0,000	Valid
	X _{1.5}	0,913	0,000	Valid

	X _{1.6}	0,877	0,000	Valid
	X _{1.7}	0,851	0,000	Valid
	X _{1.8}	0,852	0,000	Valid
	X _{1.9}	0,858	0,000	Valid
	X _{1.10}	0,847	0,000	Valid
Organizational Culture (X2)	X _{2.1}	0,857	0,000	Valid
	X _{2.2}	0,860	0,000	Valid
	X _{2.3}	0,862	0,000	Valid
	X _{2.4}	0,857	0,000	Valid
	X _{2.5}	0,896	0,000	Valid
	X _{2.6}	0,893	0,000	Valid
	X _{2.7}	0,920	0,000	Valid
	X _{2.8}	0,864	0,000	Valid
	X _{2.9}	0,880	0,000	Valid
	X _{2.10}	0,897	0,000	Valid
	X _{2.11}	0,404	0,000	Valid
	X _{2.12}	0,777	0,000	Valid
	X _{2.13}	0,846	0,000	Valid
	X _{2.14}	0,890	0,000	Valid
	X _{2.15}	0,843	0,000	Valid
Employee Performance (Y)	Y _{.1}	0,818	0,000	Valid
	Y _{.2}	0,896	0,000	Valid
	Y _{.3}	0,896	0,000	Valid
	Y _{.4}	0,914	0,000	Valid
	Y _{.5}	0,861	0,000	Valid
	Y _{.6}	0,879	0,000	Valid
	Y _{.7}	0,878	0,000	Valid
	Y _{.8}	0,896	0,000	Valid
	Y _{.9}	0,849	0,000	Valid
	Y _{.10}	0,892	0,000	Valid

As seen in the table above, Pearson correlation value of all the instruments is more than r table = 0.2787 (N=50) and Sig. (2-tailed) correlation value of all the items is less than 0.05 thus it can be concluded that all the statement items are valid.

Reliability Test

Table 2. Reliability Test Results (Cronbach's Alpha)

Variable	Cronbach Alpha	Information
Organizational Culture (X1)	0,954	Reliable
Transformational Leadership Style (X2)	0,965	Reliable
Employee Performance (Y)	0,967	Reliable

As indicated by the table above, one can observe that the Cronbachs Alpha of all variables is more than 0.70, which makes the instrument of this study reliable.

Classical Assumption Test

Normality Test

They are separated in terms of the Kolmogorov-Smirnov test which is applied to show whether the data is normally distributed. The criteria of the normality test adopt the probability acquired with the significance level of 0.05. The outcome of the normality test is as given in the table below:

Table 3. Normality Test Results (Kolmogorov-Smirnov)

Test Statistic	0,110
Asymp. Sig. (2-tailed)	0,180

The table of the normality test above indicates that the Test Statistic = 0.110 and Asymp = 0.110. Sig. (2-tailed) of 0.180 is larger than 0.05, which means that it is normally distributed.

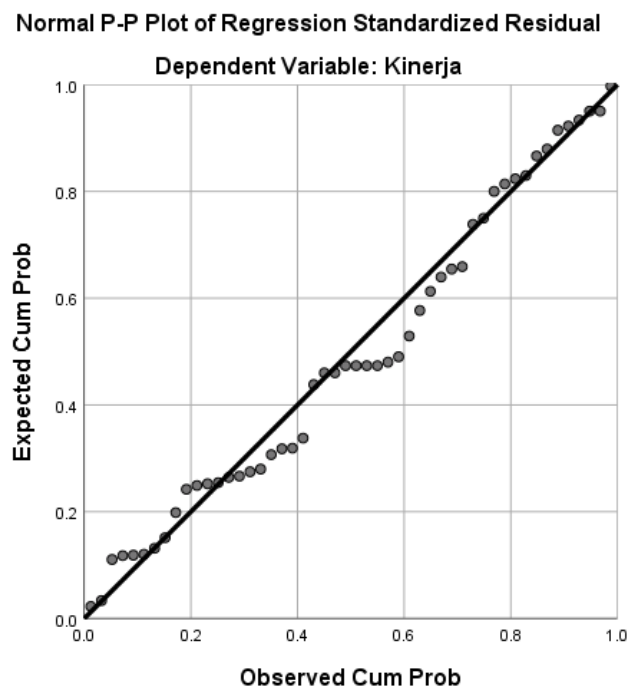


Figure 1. Normal P–P Plot of Regression Standardized Residual for Employee Performance

According to the information in the table above, one can observe that the Test Statistic value is 0.110 with an Asymp. Sig. (2 tailed) of 0.180 exceeding 0.05 meaning that the data is normally distributed.

Table 4. Uji Multikolinieritas

Model	Collinearity Statistics		Ket.
	Tolerance	VIF	
Transformational Leadership Style (X1)	0,224	4,461	Multicollinearity Free
Organizational Culture (X2)	0,224	4,461	Multicollinearity Free

It is possible to note that all independent variables have a VIF less than 10 and a tolerance value exceeding 0.10, which allows concluding that the model does not exhibit multicollinearity.

Table 5. Uji Heteroskedastisitas

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,241	1,094		1,134	0,262
Transformational Leadership Style (X1)	-0,20	0,051	-0,124	-0,405	0,687
Organizational Culture (X2)	0,021	0,035	0,184	0,599	0,552

As shown in the data of the heteroscedasticity test table, it is apparent that none of the independent variables has statistically significant effect on the dependent variable the Absolute Residual value (Abs_RESI). All the significant probability of variables is greater than 0.05, therefore, it may be concluded that the regression model lacks heteroscedasticity.

Research Data Analysis Results

Multiple Linear Regression Analysis

To test the hypotheses in this research, the test instrument that was applied was multiple linear regression analysis to determine the relationship between the independent variables which include transformational leadership style and organizational culture and the dependent variable of employee performance.

Table 6. Regression Coefficients of Organizational Culture and Transformational Leadership Style on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,521	1,817		0,287	0,776
Organizational Culture (X1)	0,167	0,084	0,169	1,993	0,052
Transformational Leadership Style (X2)	0,550	0,058	0,809	9,507	0,000

Using the above multiple linear regression equation, we can say the following: The constant (a) term is 0.521, so that in the event that the independent variable (X) transformational leadership style and organizational culture has an influence on the dependent variable employee performance (Y) with a value of 1, then employee performance (Y) is fixed at 0.521 units. Regression coefficient of the transformational leadership style variable (X1) is 0.167 and this implies that given a regression coefficient of 0.167 to the transformational leadership style variable. This is to imply that as transformational leadership style variable increases by 1 unit, employee performance (Y) will decline by 0.104 units. The coefficient (X2) is 0.550, and it implies that, should the organizational culture variable have a regression coefficient of 0.550. It implies that with a one-unit change in the organizational culture variable, the performance of employees (Y) will be 0.550 better.

Hypothesis Testing

The t-test results can be seen in the following table:

Table 7. Regression Coefficients of Transformational Leadership Style and Organizational Culture on Employee Performance”

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,521	1,817		0,287	0,776
Transformational Leadership Style (X1)	0,167	0,084	0,169	1,993	0,052
Organizational Culture(X2)	0,550	0,058	0,809	9,507	0,000

According to the t-test table above, the effect of the independent variable on the dependent variable is as follows: The first hypothesis test (H1) is that the significance value of the variable Transformational Leadership Style (X1) = 0.052/0.05 and therefore, there is no significant effect of the variable (X1) on the variable (Y). The second hypothesis test (H2) is that the significance value of the Organizational Culture variable (X2) = 0.000 < 0.05, i.e. the variable (X2) has significant effect on the variable (Y).

The results of the F test can be seen in the following table:

Table 8. ANOVAa

Model	Sum of Squares	dF	Mean Square	F	Sig.
1 Regression	2781,385	2	1390,693	284,885	,000 ^b
Residual	229,435	47	4,882		
Total	3010,820	49			

Using the analysis of F table above, F = 284.885 is more than the Ftable = 3.20 with a significance level =0.000/or less than 0.05 thus at a time both variables (X1) and (X2) have significant influence on the variable (Y).

The Interplay of Leadership and Organizational Culture

The results of the present study add significant value to the interrelations between transformational leadership and the organizational culture, as well as the performance of the employees working in Makassar Region Airports Office of the Makassar Region. The most conspicuous finding is that, as much as transformational leadership is theoretically connected with motivation, inspiration, and creativity, it was not significantly predictive of employee performance in the current paper. The statistically insignificant but positive coefficient implies that such leadership practices can exist within the organization but do not have enough influence to change the performance outcomes that are measurable. This observation presents a crucial aspect of leadership because it does not exist in a vacuum. To make a lasting impact, leadership should not just be done, but should also be in line with the environment that the employees are working in. According to Yukl (2010) and Robbins and Judge (2019), the effectiveness of leadership strongly depends on the alignment with the context. In an organization that has a strict approach to its organizational structures (which is common in many institutions in the public sector) any leadership approach that benefits off flexibility and

empowerment might have a hard time establishing itself in a way that has a quantifiable impact on performance indicators.

This limitation can be explained by the bureaucratic aspect of the Airport Authority Office. The formal procedures, hierarchies, and regulations normally entail the use of formal structures in governing public institutions, which limit their ability to exercise visionary powers over the institution. It might also emerge as the employees become increasingly concerned with the way they perform in relation to adherence to standard operating procedures rather than the inspirational styles of their managers. The inspirational part of transformational leadership, e.g., promotion of innovation or promotion of personal development, in this context, may not directly lead to a better performance on the efficiency or tasks. These remarks are more reminiscent of the results of Rivai (2020) and Reinhart (2020) who pointed to the idea that the outcomes in leadership are usually limited when organizations focus on regulation and standardization rather than discretion and initiative. As a result, though, the principles of transformational leadership apply, the practical effects of these principles can be watered down by the reality of structure that conditions the way work is performed.

Conversely, the analysis shows clearly that organizational culture has a vast and positive impact on the performance of employees. This observation highlights the primary position of culture as an aggregate action that defines behaviour, solidifies self, and creates collective commitment between the members of the organisation. A good organisational culture serves as the binding factor that holds the employees together in the direction to the same objectives and performance standards, in an environment like the Airport Authority Office where discipline, professionalism, and accountability are key considerations. Cultural values internalised minimise ambiguity, enhance cooperation, and instil an atmosphere where people know not only what is required of them, but also why it is important. Culture, as Sutrisno (2019) makes it clear, forms a compass of life in an organisation, meaning that employees can find ways to go through challenges as they have a common purpose. Asriana and Saida (2020) also made similar conclusions when they discovered that good organisational culture always leads to increased performance in various sectors.

Of special interest is the synergy between leadership and culture on performance. Transformational leadership alone was not significant, but when it interacts with organisational culture, it explained differences in employee results. This implies that culture is an enabling context in which the leadership behaviours gain increased resonance. Leaders that have their practices adhering to the values and norms that are already ingrained within the organisation may realise that they can have an increased influence. However, in the situation where leadership works against culture, it may be diffused or opposed. This observation is close to the works by Nasir et al. (2022) and Indra Kharis (2015), who note that leadership and culture should not be considered independent drivers but as related components that enhance organisational performance because of their synergy. As a matter of fact, it implies that the leaders of bureaucratic organisations have to consciously incorporate culture norms into their leadership approaches so that their vision and behaviours do not contradict but rather support the overall identity of the organisation.

The other level of interpretation is connected to the measurement of employee performance in this research paper. The indicators were more efficiency, task achievement and quality of work, which is more of the nature of the operations of a regulatory office. However, more results are usually closely connected with transformational leadership, including creativity, innovation, and adaptability, which are less immediate results (Nugroho et al., 2022). The research could have underestimated the nuanced value of transformational leadership by focusing on

performance indicators that are driven by efficiency. It is conceivable that leaders within the Airport Authority Office actually encourage employees to think or respond creatively to challenges but this input is not realised in the performance dimensions that are given the priority in this investigation. This is similar to Akbar et al. (2017) and Adriyanti et al. (2023), who found that the transformative influence of leadership is usually evident in the employee development and innovation domains and not in short-term task performance. Therefore, a more extensive conceptualisation of the performance in a future research can expose a more powerful connection between transformational leadership and employee performance.

The current evidence shows that there is a broader implication: the organizational culture is a structure that supports performance in institutes that are formally organized and rule-based, and the role of the effective leader is to adhere to it and work within that cultural environment. Inspiration or charisma is not enough and leaders should base their initiatives on the cultural values already embedded in the employees. Once the leadership proactively enforces the existing culture, a virtuous cycle is witnessed by the shared identity, expectations, and long-lasting performance in the organization. These results align with the study conducted by Robbins and Judge (2019) and Busro (2018) who assert that the effectiveness of organisations is enhanced when the relationship between leadership and culture is synergistic.

The implication to the Makassar Region V Airport Authority Office is that, improving organizational culture is the nearest how performance can be enhanced, and leadership development programmes are supposed to focus on ingraining transformational practices into the institutional cultural fabric and not as isolated interventions.

Conclusion

The results of this research point to the fact that the organizational culture is the most influential variable that defines the performance of employees in the Makassar Region -V Airport Authority Office. Culture, its shared values, norms and collective identity bring in the stability and guidance which the employees need to perform their duties. Coherence and consistency in performance is ensured by this cultural underpinning in a bureaucratic world where procedures and accountability and compliance are the key factors rather than the performance. It is not only a context of action but a driving force keeping the employees united, decreasing ambiguity and giving meaning to their functions.

Recalling that, statistical significance of transformational leadership is not that significant, however, it should not be mistaken that transformational leadership is not valuable at least theoretically or in practice. Instead, it puts more emphasis on context in leadership effectiveness. Transformational leadership succeeds in companies that value adaptability, innovation and flexibility. The freedom of leaders to inspire and influence by visionary practices is limited in a regulatory institution where strict procedures and formal structures control much of the working process. This implies that even the most inspiring leadership, on the theory side, needs to be explored as a phenomenon that is closely interwoven with the organizational systems where it is practiced.

Leadership and culture have a more complex relationship. Although transformational leadership did not have a significant impact on the performance, its possible impact is more evident in case it is supported and enhanced by the existing organizational culture. Going to be able to legitimize their influence and enhance cultural cohesion, leaders who demonstrate the values and norms already existing in the institution are in a better position to legitimize their influence. In this respect, leadership is not in competition with culture but directs it and makes it stronger. The interaction of these two forces shows that sustainable increases in performance

are not attained through leadership and culture, but through their conscious alignment and integration.

To practitioners, the findings reiterate the importance of ensuring development of a robust organizational culture based on professionalism, discipline, and accountability and persuading leaders to carefully incorporate transformational practices in this context. The leadership in that context should not imply the imposition of new visions as much as integration of inspiration and innovation into the existing cultural material. To researchers, the research confirms that leadership is not a subject that can be studied out of context and future studies would be advantageous to broaden the performance measure to include creativity and adaptability thus eliciting the deeper potential of leadership. Finally, the current study confirms that the long-term positive changes in the performance of employees occur when culture and leadership are integrated into each other so that the organizational life is not only supported by shared values but also these values are exercised by their leaders, who model the desired behavior.

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