

Transformational Leadership Challenges: Building Employee Performance through the Establishment of Organizational Work Culture at PT. Food Station (Persero) Jakarta

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Abstract

This research aims to determine employee performance influenced by transformational leadership through organizational work culture. Utilizing quantitative research methods with primary data, the population for this study included all 180 employees of PT Food Station, with 124 employees at the time of the research. Data collection employed a closed questionnaire using a Likert scale of 1-5. The data analysis utilized Structural Equation Modeling (SEM) with an alternative method, namely Partial Least Square (PLS). The research results demonstrate that employee performance is significantly influenced by transformational leadership. Organizational work culture is also significantly influenced by transformational leadership. Furthermore, employee performance has been proven to be significantly influenced by organizational work culture. The organizational work culture has been shown to significantly mediate the influence of transformational leadership on employee performance. The research results also indicate that organizational work culture functions as a significant mediator, connecting the positive influence of transformational leadership with employee performance. Therefore, it can be concluded that transformational leadership not only directly influences employee performance but also, through the formation of a positive organizational work culture, creates a deeper influence on employee performance outcomes.

Introduction

The importance of food security has been recognized by the Indonesian Government and is included in the National Development Agenda for 2022-2024. The agenda emphasizes programs that focus on increasing the availability, accessibility and quality of food consumption. In addition, the fiscal policy implemented by the Government through the 2022 APBN, which aims to accelerate economic recovery and carry out structural reforms, also prioritizes food security as a development agenda and as a driver of economic growth (Limanseto, 2021).

The COVID-19 pandemic has had a real impact on all elements of life, including the world of work. One possible impact is a decrease in performance due to unstable situations and changes in the work environment (Jayani, 2021). Employee performance assessment tables and graphs are presented in Table 1 and Figure 1 and are as follows:

Table 1. Performance Assessment Results at PT Food Station Jakarta

Levels	Number of people)	Year			
		2019	2020	2021	2022
Head of Division	4	0.09	0.10	0.06	0.07
Kadep	12	0.20	0.35	0.15	0.22

Kasi	33	0.57	1.99	0.53	0.47
Staff	155	1.32	0.00	1.89	2.53
Total	204	2.18	2.44	2.63	3.29

Source: PT Food Station Jakarta Internal Survey, 2022

Table 1 is the employee performance index for the period 2019 to 2022, with four level categories, namely: kadiv (Head of Division), cadep (Head of Department), and kasi (Head of Subdivision) and staff. The results of overall observations of 204 employees show that overall employee performance (Total) has experienced a continuous increase from 2019 to 2022, as shown in the following graph:

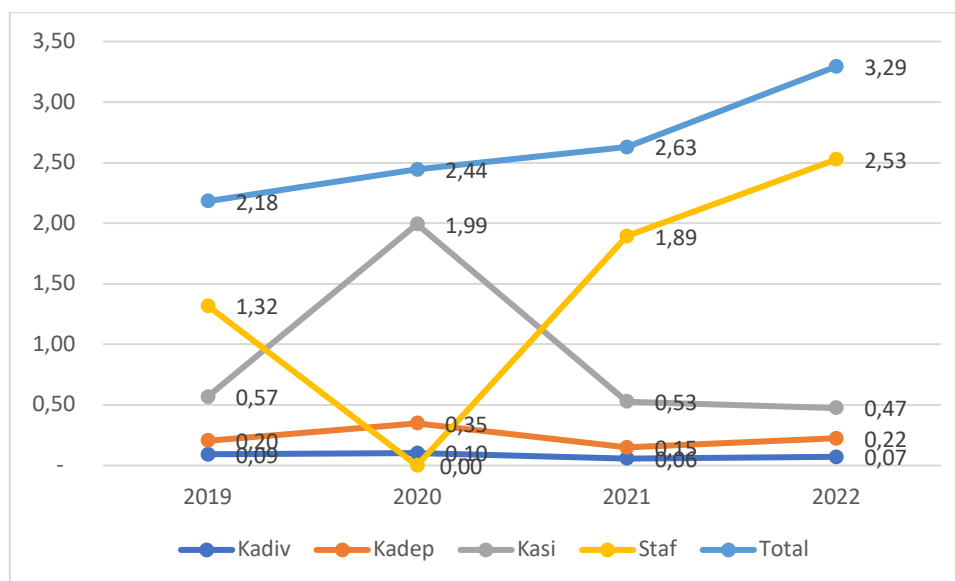


Figure 1. Performance Assessment Results at PT Food Station Jakarta

Source: PT Food Station Jakarta Internal Survey, 2022

From a managerial level perspective, interesting performance fluctuations can be seen during the Covid-19 pandemic. In 2020, there was a significant increase in the performance of Head of Division, Head of Department and Head of Section, however, in 2021, performance experienced a decline, perhaps due to changes in work demands or economic conditions. In 2022, there will be a further increase, perhaps as a result of adaptation to post-pandemic conditions or implementation of new strategies. At the Staff level, a negative impact was seen at the start of the pandemic with a decline in performance of up to 0.00, reflecting the difficulty of the situation at that time. However, in the following year, performance began to recover, especially in 2021, perhaps due to adjustments to new post-pandemic conditions and the support provided. Interestingly, in 2022, Staff level employee performance reached excellent levels, outperforming other managerial level performance, perhaps indicating successful adaptation and significant contribution to organizational success.

Fluctuations or instability in employee performance can be caused by various factors, such as changes in company policy, changing job demands, or changes in team management. Therefore, continuous monitoring of these factors is crucial so that employee performance remains optimal. Increasing employee performance has a positive impact on company efficiency and productivity, especially in facing the challenges of the pandemic. Apart from that, good performance also supports the company's adaptation and innovation amidst changes in the industry and work environment. High-performing employees can improve operational efficiency, improve product quality, contribute to innovation, and ensure regulatory

compliance. The importance of improving employee performance at PT Food Station Tjipinang Jaya is also related to the company's responsibility in maintaining food security in Indonesia. In an effort to improve performance, transformational leadership and the formation of a positive organizational work culture are important factors that need to be considered. Previous studies show that transformational leadership contributes to employee performance, while a positive organizational work culture can influence employee behavior and overall performance outcomes. Therefore, this research can provide a deeper understanding of the relationship between transformational leadership, organizational work culture, and employee performance at PT Food Station Tjipinang Jaya.

With a description of the background to the problem described above, research questions can be derived, including (1) Is employee performance influenced by transformational leadership?; (2) Is organizational work culture influenced by transformational leadership?; (3) Is employee performance influenced by the organization's work culture?; (4) Can organizational work culture mediate the influence of transformational leadership on employee performance?

Development of Empirical Research Models

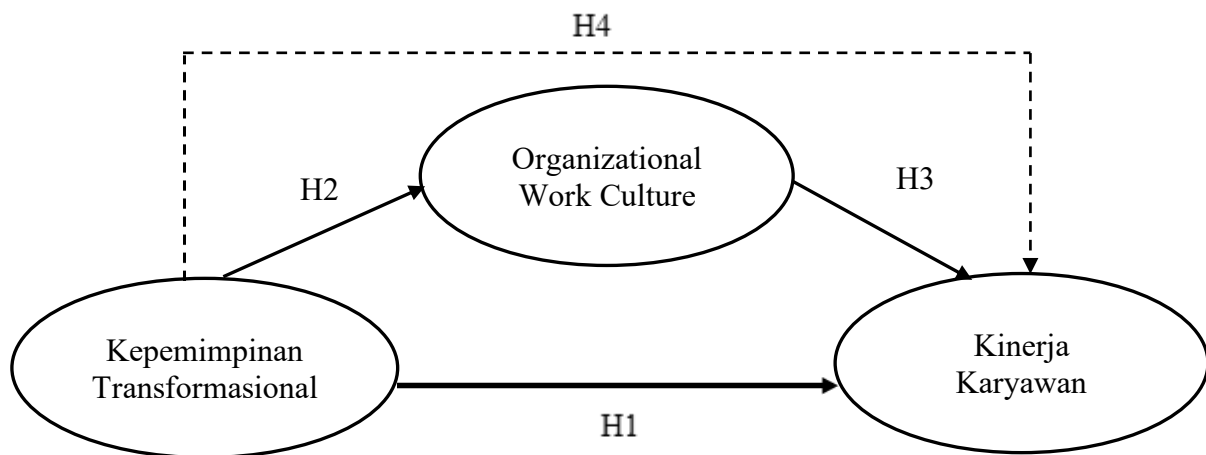


Figure 2. Empirical Research Model

Caption

- > : Direct Influence
- - - - -> : Indirect Influence

Logical Relationships Between Variables and Formulation of Hypotheses

The impact of transformational leadership on employee performance

Transformational leadership can improve employee performance by inspiring and motivating employees to reach their full potential, fostering a positive work environment, and providing support and guidance when needed. The following is some of the latest research regarding the influence of transformational leadership on employee performance. This study shows that transformational leadership can have a significant impact on employee performance. For example, Yang and Park (2020) found that transformational leadership can improve employee performance by increasing their perception of organizational support (Yang & Park, 2020). Likewise, Gao and Greenberg (2018) found that transformational leadership can improve employee performance by encouraging their identification with the organization, engagement with their work, and proactive personality (Gao & Greenberg, 2018).

Liu et al. (2019) found that transformational leadership can encourage employee creativity by encouraging psychological safety and intrinsic motivation (Liu *et al.*, 2019). Similarly, Zhao *et al.* (2019) found that transformational leadership can improve employee performance by increasing their psychological empowerment, especially when combined with a positive work environment that promotes psychological safety (Zhao *et al.*, 2019). Overall, several studies found evidence of the important role of transformational leadership on employee performance, by fostering a positive work environment, increasing perceptions of employee support, encouraging engagement, and promoting intrinsic motivation and creativity. Based on the previous explanation, temporary allegations can be raised as follows:

H1: Employee performance is positively influenced by transformational leadership .

The Influence of Transformational Leadership on Organizational Work Culture

Transformational leadership is a leadership style that has a positive impact on an organization's work culture. A leadership approach that emphasizes inspiring and motivating employees to transcend their personal interests and work toward shared goals for the organization. This transformational leadership style has the potential to foster a culture of trust, respect, and collaboration, which can result in higher levels of employee engagement, job satisfaction, and overall organizational performance. One way transformational leaders can improve work culture is by modeling desired values and behaviors. These leaders act as positive role models for their followers, demonstrating ethical and moral behavior that aligns with the values of the organization. This helps build a culture of integrity and ethical behavior that is reflected by employees throughout the organization (Jiang *et al.*, 2019).

Transformational leadership can also create a culture of open communication, encouraging employees to speak their minds, and share ideas. This type of communication style fosters a sense of transparency, where employees feel they can approach their leaders with any concerns or feedback they may have. This openness also helps create a sense of trust and mutual respect between leaders and employees (Shao *et al.*, 2019)

Additionally, transformational leaders empower their employees to take ownership of their work and make decisions that impact their work. By giving employees autonomy, they feel greater responsibility and accountability for their work, which can result in increased job satisfaction, productivity, and innovation (D. Wang & Guo, 2018).

Additionally, transformational leaders communicate a clear vision and set of values for the organization, which can help employees understand what is expected of them and how they can contribute to the organization's success (Shao *et al.*, 2019). By providing a shared purpose and direction, employees feel motivated to work toward organizational goals and are more likely to align their behavior with the organization's vision.

Transformational leadership can have a positive effect on an organization's work culture. A transformational leader can inspire and motivate employees to work towards a common goal, and think creatively and innovatively about their work. Leaders who can encourage employees to take ownership of their work, and by modeling behavior and values that align with the mission and vision of the organization, a transformational leader can help shape the organization's culture in a positive way (A. S. Abdullah *et al.*, 2017). In conclusion, transformational leadership can have a positive impact on an organization's work culture by inspiring and motivating employees, modeling desired behaviors and values, encouraging open communication, empowering employees to take initiative, and communicating a clear vision and values.

Based on the results of recent research, transformational leadership has the potential to positively influence organizational work culture. This leadership style promotes open communication, trust, respect, and collaboration, which can be achieved by empowering employees to take initiative and make decisions. Through modeling desired values and behaviors, communicating a clear vision and set of values, and encouraging employee motivation and inspiration, transformational leaders can foster a culture of trust and collaboration within the organization (Akbar & Zeb, 2017; Breevaart *et al.*, 2020; X. Chen *et al.*, 2019; D. Wang & Guo, 2018; Zehir *et al.*, 2018). Based on the explanation previously explained, the following provisional assumptions are put forward:

H2: Organizational work culture is positively influenced by transformational leadership.

The Impact of Organizational Work Culture on Employee Performance

Organizational work culture refers to the shared beliefs, values, behaviors, and attitudes that characterize an organization. Work culture can influence employee performance, engagement and satisfaction in the workplace. A positive work culture that prioritizes employee welfare, open communication and mutual respect between employees will have an impact on employee performance. Following are some of the ways in which an organization's work culture can influence employee performance. The first relates to employee engagement, a positive work culture encourages employee engagement, which can result in higher levels of performance. Engaged employees are more likely to be committed to their work, contribute innovative ideas, and be proactive in solving problems. Conversely, disengaged employees may lack motivation, feel disconnected from their work, and have lower levels of productivity (O'Connor & Kelliher, 2019).

A work culture that prioritizes employee welfare can have a real impact on employee performance. A comfortable work environment can support work-life balance, mental health and physical health can produce better performance results. Conversely, a negative work environment that prioritizes work over employee well-being can lead to burnout, absenteeism, and turnover (Y. Liu *et al.*, 2018). A positive work culture promotes open communication, which can lead to better performance results. Effective communication allows employees to share feedback, ideas, and concerns with their coworkers and leaders, leading to a better understanding of goals and expectations. Conversely, poor communication can lead to misunderstandings, conflict, and lower productivity levels (Y. Zhang *et al.*, 2019).

A positive work culture that emphasizes collaboration can produce better performance results. Collaboration allows employees to work together, share knowledge, and solve problems, leading to increased innovation and productivity. Conversely, a negative work culture that promotes competition over collaboration can lead to a lack of teamwork, communication breakdowns, and lower productivity levels (Z. Chen *et al.*, 2018). In conclusion, work culture plays an important role in employee performance, engagement and happiness at work. A positive work culture that prioritizes employee well-being, open communication, collaboration and mutual respect is likely to have a significant impact on employee performance.

Studies produce conclusions about organizational culture which has an important role in improving employee performance. Kim *et al.* (2021) succeeded in proving that an organizational culture that fosters psychological safety and transformational leadership can encourage employee creativity, which can result in better job performance (Kim *et al.*, 2021). Similarly, Park and Kim (2020) found that a positive organizational culture that encourages organizational learning capabilities and leader-member exchange can result in creativity and better employee performance (Park & Kim, 2020).

Raza et al. (2019) succeeded in proving that a positive organizational culture can have a positive impact on employee performance, especially in the Pakistani banking sector (Raza *et al.*, 2019). Selvarajah and Meyer (2019) found that organizational culture can have a significant impact on job performance in the hospitality industry (Selvarajah & Meyer, 2019). Overall, several studies as mentioned above, show that a positive organizational culture can lead to better employee performance outcomes, especially when it fosters creativity, learning, psychological safety, and positive relationships between leaders and employees. Based on the explanation above, a hypothesis is formulated:

H3: Employee performance is positively influenced by the organization's work culture.

The Impact of Transformational Leadership on Employee Performance Through Organizational Work Culture

Transformational leadership plays an important role in positive employee performance through its influence on the organization's work culture. Leaders who use a transformational leadership style can inspire and motivate employees, model desired behaviors and values, communicate a clear vision and set of values, and foster a culture of trust and collaboration. Such a work culture can increase employee engagement and work comfort, so that employee performance increases.

Research in the last five years supports the relationship between transformational leadership, organizational work culture, and employee performance. Liu, Zhu, and Yang's (2021) research, how transformational leadership influences employee creativity: the role of work culture and knowledge sharing behavior. This study investigates the relationship between transformational leadership, work culture, knowledge sharing, and employee creativity in a sample of 323 employees from various industries in China. The research results were able to obtain strong evidence that transformational leadership increases employee creativity, with the mediation of work culture and knowledge sharing behavior. Transformational leaders can increase employee creativity by creating a positive work culture and encouraging knowledge sharing (W. Liu *et al.*, 2021).

Arifin, Hooi, and Rahman (2019), investigated the relationship between transformational leadership, work culture, and job satisfaction among hotel employees in Malaysia. The research results provide evidence that transformational leadership plays an important role in work culture, which in turn influences job satisfaction. So transformational leadership can increase employee job satisfaction by promoting a positive work culture (Arifin *et al.*, 2019).

Prasad and Chakrabarty (2019), conducted research on how transformational leadership influences employee performance, considering the moderating role of organizational culture in the Indian cultural context. The findings of this research state that transformational leadership has a positive effect on employee performance, and this relationship is strengthened by the existence of a positive organizational culture. So transformational leadership can improve employee performance by creating a positive organizational culture (Prasad & Chakrabarty, 2019).

In short, recent research provides strong evidence that transformational leadership plays a powerful role in employee performance by promoting a positive work culture. The positive relationship between transformational leadership, organizational work culture, and employee performance is supported by research evidence from various industries and countries. Based on the explanation above, the following preliminary suspicions are raised:

H4: Employee performance is positively influenced by transformational leadership with the mediation of organizational work culture .

Methods

This research uses quantitative research methods, with primary data types. The population in this study was all 180 employees of PT Food Station, and at the time of the research there were 124 employees. The following is an explanation of the operational definitions and measurements of each variable in this research:

Table 2. Operational Definitions and Variable Indicators

Variable	Definition	Indicator
Transformational leadership	Leadership involves the use of vision, inspiration, intellectual stimulation, and individual consideration to drive change and innovation, and to enhance follower performance and growth (C. Zhang <i>et al.</i> , 2021).	<ol style="list-style-type: none"> 1. Idealized influence 2. Inspirational motivation 3. Intellectual stimulation 4. Individual considerations 5. Inspirational role modeling 6. Contingent awards
Organizational Work Culture	Work culture refers to the shared values, beliefs, attitudes, and behaviors of employees within a work unit or organization, which influence individual and team socialization, behavior, and performance (M. Wang <i>et al.</i> , 2019).	<ol style="list-style-type: none"> 1. Family friendly policies and practices 2. Social support and organizational justice 3. Workload and work pressure 4. Organizational identification and commitment
Employee performance	Employee performance is the extent to which an employee successfully and efficiently fulfills the responsibilities and tasks required of his job and meets the expectations of the organization and superiors (Raza & Muhammad, 2020)	<ol style="list-style-type: none"> 1. Technical skills 2. Interpersonal skills 3. Creativity 4. Flexibility 5. Time management 6. Attendance and punctuality

Source: Several journals processed, 2023.

Data collection in this study used a closed questionnaire. The questions in the questionnaire were designed using a Likert scale with five levels. Respondents gave a score of 5 for the answer "strongly agree," a score of 4 for the answer "agree," a score of 3 for the answer "somewhat agree," a score of 2 for the answer "disagree," and a score of 1 for the answer "strongly disagree. (Ferdinand, 2006)" After respondents provide their responses to the statements given, the scores from each statement will be added up to measure the overall attitude given by the respondent. Each statement is given a weighted value between 1 and 5 (Neuman, 2014). In this research, data analysis uses *Structural Equation Modeling* (SEM), an alternative method, namely *Partial Least Square* (PLS).

Results and Discussion

Description of Respondent Characteristics

The research results show the distribution of respondents according to age range, the majority are in the age range 21-24 years (41.9%) and 31-40 years (32.3%), providing valuable insight regarding perceptions of transformational leadership, organizational work culture, and employee performance. The significant difference between the number of men (80.6%) and women (19.4%) in the sample may be influenced by the dominance of men in the working population at PT Food Station. The majority of respondents had bachelor's degrees (63.7%)

and high school (29%), perhaps due to ease of access or their responsiveness to research. Respondents' length of service tended to range between 5-10 years and less than 5 years (47.6% and 46.8%), reflecting the high level of employee rotation in these companies. The majority of respondents who are married (69.4%) may be reflected in social norms or company policies that prioritize family stability. Overall, this data provides an overview of respondent characteristics and industry context that may influence participation and perceptions in research at PT Food Station.

Variable Description

The research results show that the overall average achieved from the respondents' responses is 4.25, which is in the very high category. The results of the transformational leadership categorization at PT Food Station are in the very good category (52.4%) and even mostly in the good category (37.9%). This is a very positive indicator related to leadership in the company.

The research results found that the average organizational work culture of employees at PT Food Station was 4.09, in the high category. The results of the categorization of most organizational work cultures at Food Station are in the high (35.5%) and even very high (46.0%) categories. This shows that the work culture at the company has a good and even very good level of assessment.

The results of the research found that the overall average employee performance achieved from the respondents' responses was 4.23, which was in the very high category. The performance categorization results showed that the majority of employees at PT Food Station had good performance. The majority of them are in the high category (51.6%) and even the majority are in the very high category (42.7%). Of course, the high performance of the majority of employees is a positive indication for the company.

Reliability Test Results

Reliability testing shows how much an instrument can be trusted and used as a data collection tool. The method used is *Alpha Cronbach*. A research instrument is said to be reliable if the *alpha value* is > 0.7 (Ghozali, 2006). The results outlined in the following table are the results of calculations at the final stage, where the factor loadings have met all the requirements. The complete reliability calculation results can be seen in Table 3.

Table 3. Simultaneous Confirmatory Reliability Test Results

Latent Constructs	<i>Cronbach's Alpha</i>	rho_A	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>	Conclusion
Organizational Work Culture	0.942	0.947	0.950	0.632	Reliable
Transformational leadership	0.969	0.970	0.972	0.702	Reliable
Organizational Performance	0.968	0.970	0.971	0.692	Reliable

Source: Primary data processed, 2023

Based on the results of reliability testing, it shows that all variables used as instruments are reliable or trustworthy and can be used as data collection tools. The higher the reliability of the instrument, the more reliable the measurement results obtained. This can be proven by a coefficient value greater than 0.7 (Ghozali, 2013).

Reliability testing was carried out using the PLS method analysis using 124 respondents. From this method the *Cronbach's alpha*, *rho_A*, *composite reliability* and AVE values will be known. If the *Cronbach's alpha*, *rho_A*, *composite reliability value* is more than 0.7 and the AVE value

is more than 0.5 then the indicator can be said to be reliable. The results of the reliability test using the PLS method can be seen in Table 3. Looking at Table 3, it can be seen that each variable in this study has a Cronbach alpha, *composite reliability*, ρ_A value that is greater than 0.7 and a higher AVE value . of 0.5 so that the questionnaire is declared reliable.

Analysis Structural Equation Modeling (SEM)

SEM analysis on the full model of this research uses an alternative method, namely *Partial Least Square*. Full model SEM PLS analysis produces the second output, namely *inner weights* . The structural model defines the relationship between latent constructs by looking at the results of the estimated parameter coefficients and their significance levels.

The structural model or Inner model is measured by calculating R Square for the dependent construct which is the *Goodness of Fit model test* (Ghozali, 2014) , t-test to assess the significance of the structural path parameter coefficients. There are three categories in grouping R-square values, namely 0.75 (strong), 0.50 (moderate) and 0.25 (weak) (Hair et al, 2010). The R-square value of the dependent variable obtained in this research model can be seen in the following table:

Table 4. Coefficient of Determination

Endogenous latent constructs	<i>R Square</i>	<i>R Square Adjusted</i>
Organizational Work Culture	0.702	0.700
Employee performance	0.785	0.782

Source: Primary data processed, 2023

R -s quare value for the organizational work culture variable is 0.700 , which means that 70 % of the variation in organizational work culture can be explained by variations in the independent variable, namely transformational leadership and the rest is influenced by other variables. outside the model. Based on Table 4, it is known that the adjusted R -s quare value for the employee performance variable is 0.782 , which means that 78.2 % of the variation in employee performance can be explained by variations in exogenous constructs, namely transformational leadership and organizational work culture. The remainder is influenced by other variables outside the model.

Test of Direct and Indirect Effects

Original sample value , *t-statistic* value and p value. If the *original sample* value shows a positive value, it means the direction is positive, and if *the original sample value* is negative, it means the direction is negative. *T-statistics* are used to show significance. If the *t-statistic value* is >1.96 then the hypothesis is accepted. Then *P-values* are used to see whether the independent variable has an effect on the dependent variable or not. If *the p value* < 0.05 then the variables influence each other. Based on these provisions, the results of hypothesis testing can be seen in the table below:

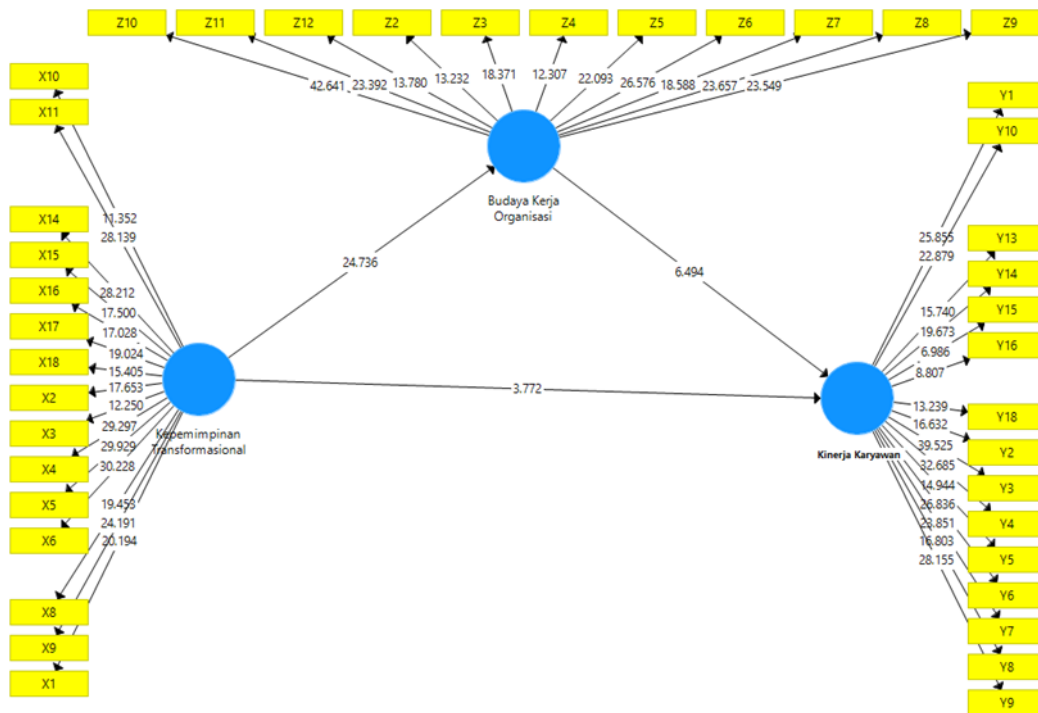


Figure 3. SEM PLS Direct Effect Analysis Model

Source: Processed Primary Data, 2023

Table 5. Results of Direct and Indirect Effect Tests

Hypothesis	Relationship Between Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
1	Transformational Leadership -> Employee Performance	0.375	3,772	0,000
2	Transformational Leadership -> Organizational Work Culture	0.838	24,736	0,000
3	Organizational Work Culture -> Employee Performance	0.548	6,494	0,000
4	Transformational Leadership -> Organizational Work Culture -> Organizational Performance	0.459	6,691	0,000

Source: Primary data processed, 2023

The Role of Transformational Leadership on Employee Performance

The research results prove that transformational leadership has a positive and significant effect on employee performance at PT Food Station ($t_{hit} = 3.772$; $p = 0.000$). In transformational leadership, the concept of ideal influence involves leaders who are role models and provide positive inspiration to employees. PT Food Station leaders may be successful in demonstrating high levels of integrity, morality and ethics, creating an enthusiastic and positive work environment. Transformational leadership at PT Food Station can motivate employees by conveying a clear vision and inspiring them to achieve common goals. Leaders may have succeeded in communicating high expectations and company values, stimulating higher morale and commitment from employees.

The application of intellectual stimulation can increase creativity and innovation at PT Food Station. Leaders may have encouraged employees to think critically, created an environment that supported new ideas, and developed a culture of innovation that led to improved performance. Transformational leaders at PT Food Station may be successful in providing personal attention to employees, understanding their needs, and providing the necessary support. This can increase job satisfaction, loyalty and overall employee performance.

Leaders who model desired behavior and demonstrate commitment to the organization's mission can inspire employees at PT Food Station. Employees may respond positively to leadership that is consistent with company values, increasing morale and dedication. A reward and recognition system that is appropriate to performance can increase employee motivation at PT Food Station. Leaders who understand and provide rewards appropriately can increase employee satisfaction, maintain work morale, and encourage higher performance.

Thus, the research results showing the positive and significant impact of transformational leadership at PT Food Station can be interpreted as evidence that this leadership approach makes a positive contribution to employee performance and satisfaction in the context of that company.

These findings support previous research, such as Yang and Park's (2020) study which found that transformational leadership can improve employee performance by increasing perceptions of organizational support, as well as Gao and Greenberg's (2018) research which found that transformational leadership can improve performance by influencing employee identification with organization, involvement in work, and proactive personality. Thus, these findings provide a positive contribution to the understanding of the role of transformational leadership in the context of PT Food Station, and more generally, confirm the importance of positive work culture as a mediator between transformational leadership and employee performance.

The Influence of Transformational Leadership on Organizational Work Culture

The research results show that transformational leadership has a positive and significant effect on organizational work culture at PT Food Station ($t_{hit} = 24.736$; $p = 0.000$), can be explained through several concepts and mechanisms related to transformational leadership.

The following is a further explanation, the concept of ideal influence in transformational leadership involves the leader as a positive role model. Leaders who are role models in terms of integrity, morality and ethics can create the desired norms and values in the work culture. Employees will be inspired to adopt these values, leading to the establishment of a positive work culture.

Transformational leaders at PT Food Station may be able to communicate a clear vision and inspire employees to achieve common goals. A strong and inspiring vision can create clear direction and give meaning to daily tasks, strengthen employees' ties to organizational goals, and imbue the work culture with enthusiasm.

By implementing intellectual stimulation, leaders at PT Food Station may encourage employees to think critically, seek innovative solutions, and participate in decision-making processes. This can build a dynamic and creative work culture, where new ideas are encouraged and rewarded.

Transformational leadership involves personal attention to employee needs and concerns. Leaders at PT Food Station who pay attention to individual considerations can create strong bonds between leaders and team members. This can make a positive contribution to an inclusive and caring work culture.

Leaders who model desired behavior, and demonstrate commitment to the organization's values and mission, can serve as positive examples for employees. Inspirational role modeling creates a culture where organizational values are internalized and followed by all team members.

Implementing a contingent reward system can strengthen a positive work culture by rewarding high-performing employees. Open recognition of positive contributions can motivate employees to actively participate and support an achievement-oriented work culture.

Thus, transformational leadership at PT Food Station can form a positive work culture by creating values, vision and an environment that supports mutual growth and prosperity. These positive implications for work culture may have a positive impact on productivity, employee retention, and job satisfaction in the organization.

The results of this study provide conclusive support for previous findings, confirming that transformational leadership has significant potential to positively influence organizational work culture. This leadership style not only promotes positive values such as open communication, trust, respect, and collaboration, but also enables employee empowerment by giving them the freedom to take initiative and make decisions. Through modeling desired values and behaviors, clear communication of the company's vision and values, and continuous encouragement of employee motivation and inspiration, transformational leaders successfully create a culture of trust and collaboration that enriches the organization's work environment. These findings strengthen the urgency of the role of transformational leadership in forming a culture that supports growth and optimal performance in organizations (Akbar & Zeb, 2017; Breevaart *et al.*, 2020; X. Chen *et al.*, 2019; D. Wang & Guo, 2018; Zehir *et al.*, 2018).

The Impact of Organizational Work Culture on Employee Performance

The research results show that organizational work culture has a positive and significant effect on employee performance ($t_{hit} = 6.494$; $p = 0.000$), in accordance with the understanding that work culture can have a big impact on employee motivation, involvement and behavior. The following are several explanations regarding the results of this research.

An organizational work culture characterized by positive norms can provide moral and ethical guidance for employees. If employees feel that the company's values align with their personal values, they are more likely to be motivated to perform high. For example, if integrity, cooperation, and innovation are valued in the work culture, employees will be motivated to reflect these values in their work.

A positive work culture can increase employee engagement levels. Employees who feel connected to an organization's values and goals, and feel support and recognition from their peers, are more likely to be engaged in their work. This involvement can increase motivation, creativity, and commitment to work tasks, which in turn can improve performance.

A positive work culture encourages support and cooperation among team members. If cultural norms encourage cooperation, employees are more likely to work together to achieve common goals. Good collaboration between teams can increase productivity, efficiency and achieve performance targets.

A work culture that is intrinsically motivating can provide internal encouragement to employees. If the culture emphasizes recognition of achievements, personal growth, or giving meaning to work, employees may feel more intrinsically driven to perform high. Intrinsic motivation tends to be more long-lasting and has a positive impact on long-term performance.

A strong work culture can form a strong organizational identity in the eyes of employees. Employees who feel proud to be part of an organization with a positive culture tend to have

high levels of motivation and loyalty. Positive organizational identity can increase employee attachment to the organization and, as a result, improve their performance.

A work culture that supports positive values can contribute to job satisfaction. Employees who are happy with their organization's work culture are more likely to feel satisfied with their jobs. High job satisfaction can motivate employees to give their best in their work, which can then improve performance.

Thus, a positive organizational work culture has the potential to create an environment where employees feel involved, motivated, and have a strong identity with the organization. All of this can contribute positively to employee performance, producing significant and satisfying results for organizations like PT Food Station.

The results of this study are consistent with previous findings which confirm the crucial role of organizational culture in improving employee performance. Research by Kim *et al.* (2021) show that an organizational culture that fosters psychological safety and transformational leadership can be a driver for employee creativity, which in turn contributes to improved job performance (Kim *et al.*, 2021). Similar findings were found by Park and Kim (2020), who revealed that a positive organizational culture, supporting organizational learning capabilities, and facilitating exchanges between leaders and team members can generate creativity and significantly improve employee performance (Park & Kim, 2020). Overall, this research provides additional contributions to the understanding of the complex relationship between positive organizational culture, transformational leadership, and achieving optimal performance in the context of the work environment.

This research is not only consistent with the findings of Raza *et al.* (2019) who concluded that positive organizational culture contributes to improving employee performance, especially in the context of Pakistan's banking sector (Raza *et al.*, 2019), but is also in line with the research results of Selvarajah and Meyer (2019) which show the significant impact of organizational culture on job performance in the hotel industry (Selvarajah & Meyer, 2019). These findings illustrate that a positive organizational culture has consistent implications on employee performance outcomes, especially when encouraging factors such as creativity, learning, psychological safety, and positive relationships between leaders and employees. Thus, the results of this research contribute to an increasingly solid understanding of the importance of positive organizational culture as a major determining factor in stimulating employee performance in various industrial sectors.

The Impact of Transformational Leadership on Employee Performance Through Organizational Work Culture

The research results show that transformational leadership has a positive and significant effect on employee performance through organizational work culture ($t_{hit} = 6.691$; $p = 0.000$), providing an overview of a number of relationships that may occur in the organizational context, especially at PT Food Station. The following is a further explanation regarding these findings:

Transformational leadership which prioritizes ideal influence, namely leaders as moral and ethical role models, can create a work culture characterized by positive values. Leaders who are role models of integrity and ethics will establish a culture where these values are valued and adopted by employees. This culture can be the basis for high performance because it creates a positive work environment.

Transformational leaders who are able to provide inspirational motivation, especially in communicating a clear vision, can help shape and support a positive work culture. Inspiration

and a clear vision can motivate employees to contribute positively to the formation and maintenance of the desired organizational culture.

Transformational leaders who apply intellectual stimulation, encourage critical thinking and innovation, can create a creative and dynamic work culture. This culture of innovation can be a key driver of high performance because it encourages employees to seek new solutions and increase efficiency in their work. Leaders who pay attention to individual considerations, such as employee needs and concerns, can create a caring and inclusive work culture. In a culture like this, employees feel heard and respected, which can increase job satisfaction and motivation for high performance.

Inspirational role modeling by transformational leaders can shape a strong organizational identity. Employees who see leaders as role models and reflect the values of the organization can build a strong identity with the organization. This strong identity can increase engagement and performance. Implementation of contingent rewards by transformational leaders can create a culture where good performance is recognized and rewarded. This culture can provide incentives for employees to achieve higher levels of performance, resulting in a positive impact on productivity and work motivation.

Thus, transformational leadership can play a key role in establishing a supportive organizational work culture and, as a result, improving employee performance. Transformational leadership not only creates a direct impact on employees but also forms the basis of a culture that strengthens and supports high performance

This research supports the results conducted by Liu, Zhu, and Yang (2021), how transformational leadership influences employee creativity: the role of work culture and knowledge sharing behavior. This study investigates the relationship between transformational leadership, work culture, knowledge sharing, and employee creativity in a sample of 323 employees from various industries in China. The research results were able to obtain strong evidence that transformational leadership increases employee creativity, with the mediation of work culture and knowledge sharing behavior. Transformational leaders can increase employee creativity by creating a positive work culture and encouraging knowledge sharing (W. Liu *et al.*, 2021).

Input

Suggestions for Improving the Performance of PT Food Station (Persero) Employees Based on Transformational Leadership

As a result of various suggestions and responses provided by PT Food Station employees, several findings and recommendations can be identified. Employees expressed their hopes for regular motivational facilities and programs, increasing the value of integrity and justice, as well as providing support, recognition and awards as an effort to increase organizational ownership and performance. Requests for accelerated operational processes, faster granting of employee claims, as well as reminders regarding work culture and ethics as well as regular training indicate a desire for efficiency and competency development. The "ONE DAY TO BE A DIRECTOR" program and improving employee welfare are also proposed as strategic steps. There is hope for more frequent personal approaches from leaders to employees, more intensive training, and improved communication and relationships between departments. In general, employees express confidence and hope for a better future, with an emphasis on teamwork, effective communication, and the development of employees as company assets.

Suggestions for Strengthening Organizational Work Culture to Improve Employee Performance at PT Food Station (Persero)

As a result of the summary of suggestions and views of PT Food Station employees, several findings can be seen that can be used as recommendations to strengthen work culture and improve organizational performance. Coaching by leadership and support in achieving the organization's vision and mission is key, where leaders are expected to provide clear direction to improve performance and unite groups in the work environment.

Some concrete recommendations include increasing cooperation between groups, conducting interdepartmental briefings to improve group quality and performance, creating a positive work climate, appreciating each member's contribution, and creating a fair reward system. Programs such as BST Employee of the Month, monthly community activities, and structured career development opportunities are also proposed.

Apart from that, aspects of communication and relationships between divisions are considered important, with suggestions to gather more often, share ideas and build solid relationships. The existence of training programs and opportunities to share knowledge and experience between employees is also considered an important step to strengthen work culture and improve performance.

Some specific suggestions involve establishing a positive work climate, improving communication, creating strong team relationships, and providing support and appreciation to employees. These factors are expected to form a healthy work culture and support the achievement of company goals .

Conclusion

Employee performance has been proven to be significantly influenced by transformational leadership. Organizational work culture is proven to be significantly influenced by transformational leadership. Employee performance has been proven to be significantly influenced by the organization's work culture. Organizational work culture has been proven to significantly mediate the influence of transformational leadership on employee performance.

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