



Analysis Of The Influence Of Transformational Leadership And Organizational Culture On Employee Performance At Dirgantara Marsekal Suryadarma University

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Abstract; Employee performance is an interesting topic to research, because it determines the sustainability of an organization. The purpose of this research is to analyze the influence of Transformational Leadership on employee performance, Organizational Culture on employee performance, and analyze the relationship between Transformational leadership, Organizational Culture and the performance of employees at Dirgantara Marsekal Suryadarma University. This study uses literature review methodology based on several previous research results. Based on the results of data analysis, it can be concluded that Transformational Leadership significantly influences employee performance and Organizational Culture significantly affects employee performance.

Keywords: Transformational leadership, organizational culture, employee performance

INTRODUCTION

The sustainability of a company heavily relies on its internal organizational governance. Organizations must continuously innovate to create increasingly competitive business opportunities. To persist in the current millennial era, outdated concepts need to be discarded. Therefore, it's crucial for companies to evaluate employee performance. Companies are required to innovate and implement changes both internally and externally. In line with this, the role of a leader is vital in transforming organizational culture among employees. Various obstacles will inevitably be encountered by individuals within the organization to work effectively, so that employee performance is well-received by both the organization and the community in need.

This research is motivated by several indications related to suboptimal employee performance, suboptimal transformational leadership, and a weak organizational culture. The aim of this research is to analyze the influence of

Transformational Leadership on Employee Performance and to analyze the impact of Organizational Culture on employee performance. Performance within an organization is crucial for advancing a company to ensure its existence.

According to Mangkuprawira (2014), performance is the result of specific planned work processes at the time and place by the employees and the concerned organization. Furthermore, Mangkunegara (2014) states that employee performance is the quality and quantity of work achieved by an individual in carrying out their tasks as per their given responsibilities. Dessker (2015) defines performance appraisal as any procedure that includes setting performance standards, assessing actual employee performance in relation to these standards, and providing feedback to motivate individuals to eliminate performance decline or continually improve their performance. Criteria for performance appraisal can be seen through several dimensions: functional utility, validity, empirical base, sensitivity, systematic development, and legal appropriateness.

In discussions related to employee performance within a company to maintain its profitability, it is influenced by various factors, including good leadership that can motivate employees, also known as transformational leadership. Robbins (2003) states that transformational leadership is about motivating followers to pursue and manage their interests for the good of the organization through individualized consideration, intellectual stimulation, and idealized influence, all of which will result in additional efforts from employees for greater and better organizational effectiveness. Robbins emphasizes that transformational leadership motivates followers to pursue and manage their interests for the good of the organization through individualized consideration.

According to Suwatno (2019), transformational leadership influences employees to feel trust, pride, loyalty, and respect towards their leaders and also motivates them to do more than expected. Suwatno's opinion states that transformational leadership changes followers' awareness, enhances their morale, and motivates them to do their best to achieve organizational goals not because they are forced but because they are willing.

Additionally, a company's performance is influenced by employees' habits in carrying out activities, also known as organizational culture. According to Sutrisno (2016), organizational culture comprises a set of values, beliefs, assumptions, or norms that have long been agreed upon, followed by members of an organization as guidelines for behavior and problem solving within the organization. Sutrisno explains that organizational culture is agreed upon norms for guiding behavior and problem solving within an organization. Organizational culture is a complex concept related to values and beliefs developed within an organization to guide the behavior and actions of its members. Organizational culture or corporate culture is a set of values or norms that have relatively long been in place, jointly embraced by employees as behavioral norms in solving organizational (company) problems.

Employee performance at Dirgantara Marsekal Suryadarma University, will excel in attaining optimal benefits through optimal transformational leadership and a strong organizational culture. One of the objectives is to enhance optimal employee performance.

Therefore, the objective of this research is to determine the influence of transformational leadership and organizational culture on employee performance at Dirgantara Marsekal Suryadarma University, aiming for optimization.

RESEARCH METHODS

The research method used is to use qualitative literature studies, literature review approaches from previous research results. Literature review is carried out to get an overview of theories, findings and other research materials related to what previous researchers did so that it can be used as a basis for further research.

Journal search sources through google chrom and google scholar in the last 8 years from 2016 - 2023. The keywords that researchers do in searches on google chrom and on google scholar are transformational leadership, organizational culture and employee performance.

RESULTS AND DISCUSSION

In this study, researchers used literature research to explain transformational leadership, organizational culture and employee performance using seven previous research results that can be seen in the table.

Table 1. Results of Literature Review

Year	Author and Title of Research	Research Methods	Result	Suggestion
2020	Ahmad Rivai "The Effect of Transformational Leadership and Organizational Culture on Employee Performance"	Using an associative approach, the associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variable and dependent variable). Technique The data collection used is using a list of statements (questionnaires). The population of this study is all employees of PT Federal International Finance – Medan, totaling 60 people. In this study, due to the small population, the sample in this study used the entire existing population, namely 60 employees of PT Federal International Finance – Medan. According to Sugiyono, (2017) <i>saturated sampling</i> is a sample determination technique when all members of the population are used as samples. The source of data in this study is	The approach in this study is to use an associative approach, the associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variables and dependent variables). The data collection technique used is to use a list of statements (questionnaires). The population of this study is all employees of PT Federal International Finance – Medan, totaling 60 people. In this study, due to the small population, the sample in this study used the entire existing population, namely 60 employees of PT Federal International Finance – Medan.	The approach in this study is to use an associative approach, the associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variables and dependent variables). The data collection technique used is to use a list of statements (questionnaires). The population of this study is all employees of PT Federal International Finance – Medan,



		primary data with instrument testing, classical assumption testing, and multiple linear regression analysis, with data processing using SPSS software version 21.00.	According to Sugiyono, (2017) <i>saturated sampling</i> is a sample determination technique when all members of the population are used as samples. Data sources in this study are primary data with instrument testing, classical assumption testing, and multiple linear regression analysis, with data processing using SPSS software version 21.00.	totaling 60 people. In this study, due to the small population, the sample in this study used the entire existing population, namely 60 employees of PT Federal International Finance – Medan. According to Sugiyono, (2017) <i>saturated sampling</i> is a technique Sample determination when all members of the population are used as samples.
2021	Desy Lestari. "The influence of transformational leadership and organizational culture on employee performance mediated by job satisfaction"	The method used in analyzing the data in this study is descriptive statistical analysis. The analysis method used is <i>Partial Least Square</i> (PLS); The PLS evaluation models used are: Measurement Model or <i>Outer Model</i> ; Structural Model or <i>Inner Model</i> ; and Calculating the Effect of Mediator Variables.	Transformational leadership has a positive and significant influence on the employee performance of Harper Mangkubumi Hotel Yogyakarta employees; Organizational culture has a positive and significant influence on the performance of employees of Harper Mangkubumi Hotel Yogyakarta employees	None
2020	Richim Sidik and Sutoyo. "Analysis of transformational leadership, commitment and organizational culture on the performance of PT. Angkasa Pura	The population of this study is all employees of PT. Angkasa Pura I (Persero) totaled 52 people. The sampling method uses saturated sampling. According to Sugiyono (2020), saturated sampling is a sampling technique when all members of the population are used as	The results of the study showed the variables that had the most dominant influence among the variables of transformational leadership style, organizational commitment and organizational culture on employee	None



	I (Persero) During the Covid 19 Pandemic "	samples. So that the sample in this study was 52 respondents.	performance at PT. Angkasa Pura I (Persero) is a transformational leadership style, this is indicated by the largest beta coefficient value among the three variables, which is 0.551.	
2020	Sri Langgeng Ratnasari, Dian Fitri, Zulkifli, Herni Widayah Nasrul, Supardi. "Analysis of Change Management, Transformational Leadership, Organizational Structure, Organizational Culture and Work Discipline on Employee Performance"	The data analysis method used is quantitative data analysis. The population in this study is all PKM <i>Group</i> employees as many as 97 (ninety seven) people. Because the population in this study was small, the entire population in this study was sampled. The sampling technique uses a saturated sampling technique. The variables used <i>in this study consist of</i> independent variables in this study are Change Management (X1), Transformational Leadership (X2), Organizational Structure (X3), Organizational Culture (X4), and Work Discipline (X5) and the dependent variable is Employee Performance (Y)	The data analysis method used is quantitative data analysis. The population in this study is all PKM <i>Group</i> employees as many as 97 (ninety seven) people. Because the population in this study was small, the entire population in this study was sampled. The sampling technique uses a saturated sampling technique. The variables used <i>in this study consist of</i> independent variables in this study are Change Management (X1), Transformational Leadership (X2), Organizational Structure (X3), Organizational Culture (X4), and Work Discipline (X5) and the dependent variable is Employee Performance (Y)	None
2023	Ahmad Fauzan, Zulaspan Tupti, Fajar Pasaribu, Hasrudy Tanjung. "The Effect of Transformational Leadership and Organizational	This type of research is survey research, because it takes samples from one population. This study uses an explanatory research approach, which aims to explain the causal relationship between research variables and testing hypotheses. The population in this study is	Directly transformational leadership, organizational culture, organizational commitment have a significant effect on employee performance at the Regional People's Representative	None



	Culture on Employee Performance Mediated by Organizational Commitment"	all employees in the Office of the Regional People's Representative Council of North Sumatra Province as many as 110 employees. The population in this study is all employees in the Office The Regional People's Representative Council of North Sumatra Province has 110 employees.	Council Office of North Sumatra Province. Directly transformational leadership, organizational culture has a significant effect on organizational commitment to the Office of the Regional People's Representative Council of North Sumatra Province.	
2016	Dewi Andriani "The Influence of Transformational Leadership Style, Organizational Culture and Work Environment on Employee Performance of PT. " X " Sidoarjo "	Data processing in this study using the SPSS (Statistical Program of Social Science) program. The data analysis used is by Data Quality Test, where data generated from the use of research instruments can be evaluated through validity tests and reliability tests. Data quality tests were carried out using validity tests with pearson correlation and reliability tests with Cronbach Alpha, then classical assumption tests were also carried out consisting of linearity, multicollinearity, autocorrelation, heteroscedasticity, and data normality tests.	Transformational leadership style, organizational culture and work environment together influence employee performance	Researchers can increase knowledge and can overcome problems that are occurring, so that they can make the company or organization where they work to be more advanced.
2016	Sahidillah Nurdin, Acep Rohendi. "Transformational leadership style, organizational culture, and employee performance mediating organizational commitment"	This study wants to obtain an overview of the influence of transformational leadership style and organizational culture on employee performance and organizational commitment as intervening variables in the public broadcasting institution (LPP) TVRI West Java. In accordance with the problem formulation, research objectives and hypotheses, this type of research is descriptive and verifiative research.	Organizational culture has a significant effect on employee performance is $(X1 \text{ to } Z \text{ through } Y) = 0.1390$, There is an influence and significant organizational culture on employee performance through organizational commitment is $(X2 \text{ to } Z \text{ through } Y) = 0.2528$.	None



		<p>The population of this study is all employees of the public broadcasting institution (LPP) TVRI West JAwa totaling 298 people spread across 3 types of employees, with a total sample of 75 people.</p>		
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Superior employee performance will increase the company's revenue with good results, performance is the result obtained regardless of whether the organization is profit oriented or not profit oriented generated within a certain period of time. (Fahmi, 2017). Fahmi's opinion that the performance of a company is greatly influenced by the quality of its financial performance, that is, if its financial performance regresses, profit gains and various other sides are also affected, including the impact on the company's value. According to Fauzi and Nugroho (2020) said that performance is an achievement achieved by an employee in every job or task, where the employee can use all knowledge abilities, for competency-based workers or employees, their performance is measured based on their abilities, skills, and attitudes at any time carrying out their duties. Performance as a level of achievement or real results of employees is calculated periodically both quality and quantity based on goals, standards and criteria that have been previously set as a result of the authority and responsibility of a job.

According to Robbins (2003) performance indicators are tools to measure the extent of employee performance achievement. Here are some indicators to measure employee performance are as follows:

1. The quality of work, which can be seen from how the quality of work is produced and perfection of tasks against skills and employability of employees.
2. Quality, which is related to the amount produced expressed in terms such as the number of units, the number of activity cycles Resolved.
3. Punctuality, which is the level of activity completed at the beginning Task processing time until the output results are then viewed How employees maximize the time available for other activities.
4. Effectiveness, that is, the degree of use of organizational resources (manpower, money, technology and raw materials) that are maximized with the intent Increase the yield of each unit in resource usage.
5. Independence, which is the level of an employee who will later carry out its work functions in accordance with work commitments with the agency and Employee responsibility to the office.

Transformational leadership is a leadership style that focuses on developing and motivating followers to achieve a higher goal. A key aspect of transformational leadership is the emphasis on follower development. According to Suwatno (1019) said that transformational leadership is leadership that influences employees to make employees feel trust, pride, loyalty and respect for their leaders and also have the motivation to do more than expected. Suwatno's opinion states that transformational leadership is leadership that can change the consciousness of its followers, improve their morale and motivate them to do their best to achieve organizational goals, not because they are forced, but because they are willing.

According to Suwatno (2019) the dimensions of transformational leadership measurement are as follows:

1. Vision. Vision is one of the most important dimensions of leadership and Raised through a broader construction, namely charisma.
2. Inspirational communication. Communication Inspirational is already seen in detail as a component The most important of a transformational leadership, this construct gives various definitions.
3. Supportive leadership, one of the Factors that distinguish transformational leadership from theorists The new theory of leadership is the inclusion of individuals in transformational model.
4. Intellectual stimulation, this refers to behaviors that can increase employee interest and alertness upon the emergence of problems.

Organizational culture is defined as values or norms of behavior that are understood and accepted by members of the organization as rules of behavior contained in the organization. (Chaerudin, 2019). Chaerudin emphasized organizational norms for members of the organization that become the values of the rules in a company and are adhered to in achieving corporate goals. According to Bahri (2018) explained that organizational culture is the basic philosophy of an organization that contains beliefs, norms and shared values that are the basic characteristics of how to do something in the organization. These beliefs, norms and values become the control of all human resources in the organization to carry out their performance. The definition of organizational culture is relevant is a characteristic that exists in the organization and becomes a guideline by distinguishing it from other organizations. In other words, organizational culture is the norms of behavior and values that are understood and accepted by all employees and used as the basis for rules of behavior in the organization.

CONCLUSION

The performance of Dirgantara Marsekal Suryadarma University employees to improve their performance capabilities in order to improve the quality of higher education is influenced by optimal transformational leadership and also by a strong organizational culture. Therefore, analysis of the influence of transformational leadership, organizational culture has a significant effect on employee performance.

SUGGESTION

For the future researchers to deepen the results and discourse of research, it would be nice for the next researcher to add employee discipline as a variable that affects employee performance.

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