

The Influence of Transformational Leadership and Organizational Culture on Employee Performance at PT Pelindo Multi Terminal

Muhammad Reza¹, Saimara A. M. Sebayang², Yohny Anwar³

Universitas Pembangunan Panca Budi Medan^{1,2,3}

Corresponding email: muhammadreza251004@gmail.com

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ABSTRACT

This study aims to examine the influence of transformational leadership and organizational culture on employee performance at PT Pelindo Multi Terminal. The background of this study is based on the importance of the role of leaders who are able to provide motivation, direction, and support, accompanied by a strong work culture in creating a productive work environment. This study employs a quantitative approach using a survey method by distributing questionnaires to employees as respondents. The results show that transformational leadership has a positive and significant effect on employee performance, indicating that the more effective the leadership style implemented, the higher the level of employee performance. In addition, organizational culture is also proven to have a positive and significant effect, meaning that strong work values, effective communication, and good work habits can enhance employee commitment and performance quality. Simultaneously, these two variables are able to explain 51.8% of the variation in employee performance, demonstrating that leadership and organizational culture are important factors in improving performance. However, there are still other factors outside the scope of this study that also influence employee performance. Therefore, the findings of this study are expected to serve as a reference for companies in improving leadership quality and strengthening organizational culture in order to optimize employee performance.

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Introduction

Amid increasingly dynamic global competition, companies are required to adapt quickly to various changes, whether in terms of technology, regulations, or market demands. PT Pelindo Multi Terminal, as a subsidiary of a state-owned enterprise operating in the port services sector, plays an important role in supporting the smooth distribution of goods and services in Indonesia. As a provider of multipurpose terminal services, the company is not only required to deliver optimal services to customers, but also to maintain operational sustainability through the management of competent and high-quality human resources.

However, a common phenomenon in large companies such as PT Pelindo Multi Terminal is the gap between employees' potential and their actual performance. Some employees demonstrate optimal performance, while others still face challenges in adapting to dynamic job demands. This condition may be influenced by leadership factors as well as the prevailing organizational culture. If not addressed properly, it can lead to a decline in the company's overall productivity.

Leadership is a crucial factor in directing, guiding, and encouraging employees to work in alignment with the company's vision and mission. One approach considered effective is transformational leadership, which can bring about positive change through inspiration, intellectual stimulation, and personalized attention to subordinates. Transformational leaders do not merely give orders, but also serve as role models, foster innovation, and build strong emotional relationships with employees. If this leadership style is implemented optimally at PT Pelindo Multi Terminal, it is expected to enhance work motivation, loyalty, and employees' sense of belonging toward the company.

In addition to leadership, organizational culture also plays a crucial role in shaping employees' work behavior. A strong organizational culture serves as both the identity and a guiding framework for all individuals within the company. At PT Pelindo Multi Terminal, the organizational culture needs to be oriented toward values such as professionalism, integrity, teamwork, and excellent service. However, in practice, the existing organizational culture still faces challenges in terms of internalizing these values across all levels of employees. The inconsistency in applying these cultural values often leads to differences in perceptions and work attitudes, which ultimately affect overall employee performance.

Table 1. Employee Performance at PT Pelindo Multi Terminal (2022-2024)

No	Indicators	2022	Category	2023	Category	2024	Category
1	Work Behavior	76	Good	84	Good	82	Good
2	Integrity	73	Fair	81	Good	74	Fair
3	Commitment	75	Good	79	Goof	85	Good
4	Discipline	74	Fair	81	Good	84	Good
5	Teamwork	74	Fair	81	Good	74	Fair
Average		74	Good	81.2	Good	79.8	Good

Source: PT Pelindo Multi Terminal, 2025

The table above illustrates the results of employee performance assessments based on five evaluation indicators: work behavior, integrity, commitment, discipline, and teamwork over a three-year period (2022–2024). In general, the average employee performance in 2022 was 74, categorized as Good. This result then experienced a significant increase in 2023 to 81.2, also categorized as Good, before slightly declining in 2024 to 79.8, although it still remained within the Good category.

When examined by each indicator, work behavior shows a relatively stable trend, increasing from 76 in 2022 to 84 in 2023, although it slightly declined to 82 in 2024, while still remaining in the Good category. Integrity tends to fluctuate, with a score of 73 (Fair) in

2022, rising to 81 (Good) in 2023, but then decreasing again to 74 (Fair) in 2024. Commitment demonstrates a consistently increasing trend, from 75 (Good) in 2022 to 79 in 2023, and reaching 85 in 2024, while remaining in the Good category. The discipline indicator also shows positive development, improving from 74 (Fair) in 2022 to 81 in 2023, and continuing to rise to 84 in 2024. Meanwhile, the teamwork indicator follows a pattern similar to integrity, with a score of 72 (Fair) in 2022, increasing to 81 (Good) in 2023, but then declining again to 74 (Fair) in 2024.

From these results, it can be concluded that overall employee performance improved from 2022 to 2023, although it slightly declined in 2024. The most consistently improving indicators are commitment and discipline, while integrity and teamwork tend to fluctuate. This suggests that although overall performance is relatively good, greater attention is needed on the aspects of integrity and teamwork to ensure more stable performance outcomes and to support continuous improvement.

Another issue that often arises is the lack of optimal synergy between transformational leadership and organizational culture in improving employee performance. Although there are leaders who strive to inspire their subordinates, if the existing organizational culture does not support it, the outcomes tend to be less than optimal. Conversely, a strong organizational culture will not be effective without leadership that is capable of implementing it in daily work activities. This condition represents a crucial point in human resource management at PT Pelindo Multi Terminal.

To address this phenomenon, a comprehensive study is needed to examine the influence of transformational leadership and organizational culture on employee performance. This research is expected to provide empirical evidence regarding the extent to which leadership style and work culture contribute to the level of employee performance within the company. The findings are anticipated to serve as a basis for management in designing more effective and targeted human resource development strategies.

From an academic perspective, studies on the influence of transformational leadership and organizational culture on employee performance have been widely conducted. However, most of these studies focus on the education, healthcare, and government sectors. Meanwhile, research examining the port service sector, particularly at PT Pelindo Multi Terminal, remains relatively limited. This condition indicates the existence of a research gap that is worth further investigation. By adopting the context of the port industry, this study is expected to enrich the body of literature and provide academic contributions that are relevant to the dynamics of today's workplace.

The selection of this research title is also based on the company's practical need to enhance competitiveness through effective human resource management. PT Pelindo Multi Terminal plays a strategic role in the national logistics chain, thus requiring its employees' performance to consistently remain at an optimal level. Therefore, this study is considered important not only for academic purposes but also for supporting the improvement of the company's managerial quality.

Practically, the findings of this study are expected to contribute to the company in designing more effective and targeted leadership and organizational culture policies. For employees, this research can enhance their understanding of the importance of leadership and organizational culture in driving motivation and work performance. Meanwhile, for academics, this study is expected to enrich the body of literature related to human resource management, particularly in the port services sector.

Thus, this study aims to examine the influence of transformational leadership and organizational culture on employee performance at PT Pelindo Multi Terminal. Through this study, it is expected that significant relationships among these variables can be identified, thereby generating useful recommendations for company development as well as contributing to the advancement of management science.

Method

This study employs a quantitative approach. According to Maruntun (2020), a quantitative approach is a research method that uses numerical data as the basis for data collection, processing, and presentation. This approach aims to measure variables objectively, test hypotheses, and explain relationships between variables in a systematic and structured manner. In quantitative research, emphasis is placed on the use of valid and reliable instruments, such as questionnaires or tests, to obtain data from samples that represent the population. The results of data analysis are generally presented in the form of descriptive and inferential statistics.

The population in this study includes all employees of PT Pelindo Multi Terminal, totaling 711 individuals in 2025. From this population, a sample of 88 respondents was selected to represent the research population.

Results and Discussion

Pelindo Multi Terminal (SPMT) is a subholding of PT Pelindo (Persero) that focuses on managing the operations of non-container or multipurpose terminals. In carrying out its activities, SPMT manages 37 branches spread across various regions, including Sumatra such as Belawan and Dumai; Java, including Jamrud Nilam Mirah, Tanjung Intan, and Tanjung Wangi; Kalimantan, such as Bagendang, Bumiharjo, Trisakti, and Balikpapan; as well as Sulawesi, located in Makassar.

Validity and Reliability Test of Transformational Leadership (X1)

The data presented in the following frequency table describe the distribution level of respondents' answers to questions related to the transformational leadership variable.

Table 2. Validity Test of Transformational Leadership

Item No.	r-count	r-table	Description	Result
1	0.634	0.2096	r-count > r-table	Valid
2	0.456	0.2096	r-count > r-table	Valid
3	0.563	0.2096	r-count > r-table	Valid

4	0.575	0.2096	r-count > r-table	Valid
5	0.447	0.2096	r-count > r-table	Valid
6	0.646	0.2096	r-count > r-table	Valid
7	0.556	0.2096	r-count > r-table	Valid
8	0.242	0.2096	r-count > r-table	Valid

The data summarized in the table below represent the results of the reliability test for the transformational leadership variable, processed using SPSS version 22.0.

Table 3. Reliability Test of Transformational Leadership

Cronbach's Alpha	Number of Items
0.760	8

Based on the reliability testing, the Cronbach's Alpha value obtained is 0.760, indicating that the instrument has an acceptable level of reliability.

Validity and Reliability Test of Organizational Culture (X2)

The data presented in the following frequency table show the distribution of respondents' answers to questions related to the organizational culture variable.

Table 4. Validity Test of Organizational Culture

Item No.	r-count	r-table	Description	Result
1	0.646	0.2096	r-count > r-table	Valid
2	0.556	0.2096	r-count > r-table	Valid
3	0.242	0.2096	r-count > r-table	Valid
4	0.588	0.2096	r-count > r-table	Valid
5	0.535	0.2096	r-count > r-table	Valid
6	0.575	0.2096	r-count > r-table	Valid
7	0.447	0.2096	r-count > r-table	Valid
8	0.646	0.2096	r-count > r-table	Valid

The data summarized in the following table represent the results of the reliability test for the organizational culture variable, processed using SPSS version 22.0.

Table 5. Reliability Test of Organizational Culture

Cronbach's Alpha	Number of Items
0.803	8

Based on the reliability testing, the Cronbach's Alpha value obtained is 0.803, indicating that the instrument has a good level of reliability.

Validity and Reliability Test of Employee Performance (Y)

The data presented in the following frequency table illustrate the distribution of respondents' answers to questions related to the employee performance variable.

Table 6. Validity Test of Employee Performance

Item No.	r-count	r-table	Description	Result
1	0.660	0.2096	r-count > r-table	Valid
2	0.691	0.2096	r-count > r-table	Valid
3	0.201	0.2096	r-count > r-table	Valid
4	0.660	0.2096	r-count > r-table	Valid

5	0.691	0.2096	r-count > r-table	Valid
6	0.646	0.2096	r-count > r-table	Valid
7	0.647	0.2096	r-count > r-table	Valid
8	0.615	0.2096	r-count > r-table	Valid

The data summarized in the table below represent the results of the reliability test for the employee performance variable, processed using SPSS version 22.0.

Table 7. Reliability Test of Employee Performance

Cronbach's Alpha	Number of Items
0.816	8

Based on the reliability testing, the Cronbach's Alpha value obtained is 0.816, indicating that the instrument has a good level of reliability.

Classical Assumption Test Results

Classical assumption testing is conducted to determine whether the multiple linear regression model is appropriate for use. In this study, the classical assumption tests applied include the normality test, multicollinearity test, and heteroscedasticity test. These three tests must be satisfied for the multiple linear regression model to meet the required criteria. If all these assumptions are fulfilled, the regression model can be used as an analytical tool to examine the relationships among the variables studied, which consist of:

Results of Classical Assumption Tests

Classical assumption testing is conducted to ensure that the regression model used in this study meets statistical requirements so that the results can be interpreted accurately. The tests applied include the normality test, multicollinearity test, and heteroscedasticity test. The results of each test are explained as follows:

Table 8. Results of Descriptive Statistical Analysis

Variable	Statistics	X1	X2	Y
Transformational Leadership	Pearson Correlation	1.000	0.545	0.620
	Sig. (2-tailed)		0.000	0.000
	N	88	88	88
Organizational Culture	Pearson Correlation	0.545	1.000	0.570
	Sig. (2-tailed)	0.000		0.000
	N	88	88	88
Employee Performance	Pearson Correlation	0.620	0.570	1.000
	Sig. (2-tailed)	0.000	0.000	
	N	88	88	88

Source: SPSS Version 22.0 Output

The correlation test results indicate that all three variables are significantly related at the 0.05 level (2-tailed), meaning that the implementation of transformational leadership and the strengthening of organizational culture are important factors that are significantly associated with improved employee performance within the company. These findings also

support the regression analysis results, which show a significant influence of both independent variables on employee performance.

Multicollinearity Test

The multicollinearity test aims to identify whether there is a correlation among independent variables. This test can be examined through the Tolerance value and the Variance Inflation Factor (VIF). If the VIF value is greater than 10, it indicates a potential multicollinearity problem, whereas a VIF value below 10 suggests no multicollinearity. Meanwhile, the Tolerance value is considered acceptable if it is above 0.10. Based on data processing using SPSS, the results are presented in Table 9:

Table 9. Coefficients of Multicollinearity Test

Model	Tolerance	VIF
(Constant)	—	—
Transformational Leadership	0.684	1.462
Organizational Culture	0.684	1.462

Based on the results in Table 9, both Transformational Leadership and Organizational Culture variables have a Tolerance value of 0.684, which is greater than 0.10. In addition, the VIF value is 1.462, which is well below 10. The Tolerance values above 0.10 indicate that there is no high correlation among the independent variables in the regression model. Furthermore, the VIF values far below 10 suggest that there is no variance inflation caused by relationships among the independent variables.

The multicollinearity test is intended to determine whether there is a very high correlation among independent variables in the regression model. A good regression model is one that is free from multicollinearity, as multicollinearity can lead to biased and unstable regression results.

Heteroscedasticity Test

The results of the heteroscedasticity test using a Scatter Plot graph can be seen in Figure 1.

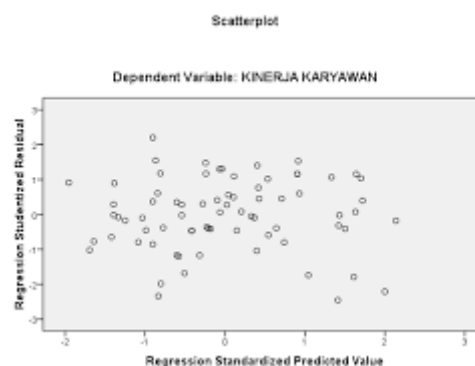


Figure 1. Heteroscedasticity Test

Source: SPSS Version 22.0 Output

Figure 1 shows that the data points are randomly distributed, do not form a clear or specific pattern, and are spread both above and below a certain reference line. Therefore, it can be concluded that there is no indication of heteroscedasticity, meaning that the regression model is appropriate and can be used for prediction in the analysis.

Results of Data Analysis

Multiple Linear Regression Analysis

The data analysis model used in this study is multiple linear regression. Based on the calculation results of the multiple linear regression equation, the findings are presented in Table 10:

Table 10. Results of Multiple Linear Regression Test

Model	Unstandardized Coefficients (B)	Std. Error
(Constant)	7.214	2.115
Transformational Leadership	0.421	0.087
Organizational Culture	0.355	0.091

Source: SPSS Version 22.0 Output

In the coefficients table, the value in column B for the constant (a) is 7.214, while the values for X_1 and X_2 are 0.421 and 0.355, respectively. Thus, the regression equation can be written as:

$$Y = 7.214 + 0.421X_1 + 0.355X_2$$

The coefficients in the regression equation above can be interpreted as follows:

1. The equation indicates that employee performance (Y) is influenced by two independent variables, namely transformational leadership (X_1) and organizational culture (X_2). The constant value of 7.214 suggests that when both independent variables are zero or have no influence, employee performance remains at a baseline level of 7.214. This implies that there are other factors outside the model that also contribute to employee performance.
2. The regression coefficient for the transformational leadership variable (X_1) is 0.421, indicating that every one-unit increase in transformational leadership will be followed by an increase in employee performance of 0.421 units. The positive coefficient shows that the more optimal the implementation of transformational leadership—through inspiration, motivation, individualized consideration, and employee development—the higher the employee performance. This is supported by a t-value of 4.833 and a significance level of 0.000, confirming that X_1 has a significant effect on Y.
3. The regression coefficient for the organizational culture variable (X_2) is 0.355, meaning that every one-unit increase in organizational culture will lead to an increase in employee performance of 0.355 units. This positive coefficient indicates that the stronger the organizational culture—reflected in shared work values, consistent behavioral norms, effective communication, and a conducive work environment—the

higher the employee performance. Furthermore, the t-value of 3.901 with a significance level of 0.000 confirms that X_2 has a significant effect on Y.

Coefficient of Determination (R^2)

The coefficient of determination is used to determine the extent to which variations in the dependent variable are influenced by other variables. In this study, it measures how much transformational leadership and organizational culture affect employee performance, as shown in the following table:

Table 11. Model Summary – Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.720	0.518	0.505	0.432

Source: SPSS Version 22.0 Output

Based on the table, the R value of 0.720 indicates a strong relationship between transformational leadership and organizational culture with employee performance. This value falls into the strong correlation category as it is close to 1.

The R Square (R^2) value of 0.518 indicates that 51.8% of the variation in employee performance can be explained by transformational leadership (X_1) and organizational culture (X_2). This means that the two independent variables in this model are able to explain more than half of the factors influencing employee performance. Meanwhile, the remaining 48.2% is influenced by other factors outside the research model, such as work motivation, work environment, competence, reward systems, and other individual factors.

Simultaneous Hypothesis Testing (F-Test)

The F-test (simultaneous test) is used to assess whether the independent variables jointly have a significant effect on the dependent variable. The testing criterion states that if the significance probability (sig.) is less than 0.05, then the alternative hypothesis (H_a) is accepted.

Table 12. ANOVA – F Test (Simultaneous Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	23.45	2	11.725	45.50	0.000
Residual	21.85	85	0.257		
Total	45.30	87			

Source: SPSS Version 22.0 Output

F-table = $n - k - 1 = 88 - 3 - 1 = 84 \rightarrow 2.71$

F-count = 45.50

F-table = 2.71

Based on the F-test results, the F-count value is 45.50, which is greater than the F-table value of 2.71 (F-count > F-table). Therefore, the hypothesis is accepted. This indicates that transformational leadership and organizational culture simultaneously have a significant effect on employee performance.

Partial Hypothesis Testing (t-Test)

To test the first and second hypotheses, partial correlation analysis is used to determine the pure relationship between variables while controlling for other variables. Furthermore, to test the significance of the partial correlation, a t-test formula as proposed by Sudjana is applied.

Table 13. t-Test Results

Model	t	Sig.
(Constant)	3.409	0.001
Transformational Leadership	4.833	0.000
Organizational Culture	3.901	0.000

Source: SPSS Version 22.0 Output

The t-table value for $n = 88 - 3 = 85$ is 1.663.

Based on the results, the t-value for transformational leadership (4.833) is greater than the t-table value (1.663), with a significance level of $0.000 < 0.05$. This indicates that transformational leadership has a positive and significant effect on employee performance.

Similarly, the t-value for organizational culture (3.901) is also greater than the t-table value (1.663), with a significance level of $0.000 < 0.05$. This shows that organizational culture has a positive and significant effect on employee performance.

Thus, it can be concluded that both independent variables partially have a significant influence on employee performance.

The t-test is used to assess whether each independent variable—transformational leadership and organizational culture—has a partial effect on the dependent variable, namely employee performance. The basis for decision-making is as follows:

1. Transformational Leadership Variable (X_1)

a. t-value = 4.833

b. t-table = 1.663

c. Sig. = 0.000

Since:

a. $4.833 > 1.663$

b. Sig. $0.000 < 0.05$

Thus, transformational leadership is proven to have a positive and significant effect on employee performance. The coefficient value (B) of 0.421 indicates that every one-unit increase in transformational leadership will increase employee performance by 0.421 points, assuming other variables remain constant. These results confirm that the more effective the implementation of transformational leadership, the higher the employee performance.

2. Organizational Culture Variable (X_2)

a. t-value = 3.901

b. t-table = 1.663

c. Sig. = 0.000

Since:

- a. $3.901 > 1.663$
- b. Sig. $0.000 < 0.05$

Therefore, organizational culture also has a positive and significant effect on employee performance. This indicates that a stronger organizational culture will contribute to improved employee performance.

Thus, organizational culture is proven to have a positive and significant effect on employee performance. The coefficient value (B) of 0.355 indicates that every one-unit increase in organizational culture will be followed by an increase in employee performance of 0.355 points, assuming other variables remain constant. These findings suggest that a conducive, strong, and harmonious organizational culture can significantly enhance employee performance.

Discussion

1. The Effect of Transformational Leadership on Employee Performance

The results of the study indicate that the transformational leadership variable has a positive and significant effect on employee performance. This is evidenced by the t-value of 4.833, which is greater than the t-table value of 1.663, and a significance value of 0.000, which is less than 0.05. The regression coefficient (B) of 0.421 shows that every one-unit increase in transformational leadership will improve employee performance by 0.421 points.

These findings suggest that transformational leadership practices are capable of enhancing employees' work enthusiasm, motivation, and commitment in completing their tasks. Transformational leaders typically provide inspiration, support, and encouragement that make employees feel valued and motivated. In an organizational context, this leadership style is able to create a clear vision, set a good example, and empower employees so they can perform more optimally.

These results are consistent with the theory proposed by Bass (1985), which states that transformational leadership can improve performance through intrinsic motivation and the reinforcement of employees' work values. Therefore, transformational leadership is proven to be an important factor in improving employee performance within organizations.

2. The Effect of Organizational Culture on Employee Performance

Based on the t-test results, the organizational culture variable is proven to have a positive and significant effect on employee performance. This is indicated by the t-value of 3.901, which is greater than the t-table value of 1.663, and a significance value of 0.000, which is less than 0.05. The regression coefficient of 0.355 shows that every one-unit increase in organizational culture will improve employee performance by 0.355 points.

These findings suggest that a strong, consistent, and well-implemented organizational culture can have a significant impact on improving employee performance. A positive organizational culture can create a comfortable work environment, facilitate communication, strengthen shared values, and foster a sense of belonging among employees. In a work

environment with clear and harmonious cultural values, employees tend to be more disciplined, responsible, and highly motivated to achieve optimal performance.

This result is consistent with the view of Robbins & Judge (2017), who state that organizational culture functions as a guide for employee behavior, thereby enhancing work effectiveness and productivity.

3. The Effect of Transformational Leadership and Organizational Culture on Employee Performance

Simultaneously, transformational leadership and organizational culture are proven to have a significant effect on employee performance. The results of the F-test show that the calculated F-value is greater than the F-table value of 2.71, with a significance level of 0.000, which is less than 0.05, indicating that the regression model is feasible. This suggests that both independent variables jointly contribute to improving employee performance. These findings are also supported by the R Square value of 0.612, meaning that 61.2% of the variation in employee performance can be explained by these two variables, while the remaining 38.8% is influenced by other factors outside the scope of this study.

This finding highlights that the combination of inspirational leadership and a supportive organizational culture can create a conducive work environment that enhances employee performance. Transformational leadership plays a role in strengthening organizational culture through the development of values, norms, and positive work behaviors. On the other hand, a strong organizational culture increases the effectiveness of leadership in directing and motivating employees. Thus, these two variables complement each other and jointly provide a significant contribution to improving employee performance. These results are also consistent with previous studies, which state that organizational success is largely influenced by effective leadership and a strong organizational culture.

Conclusion

Based on the discussion of the influence of transformational leadership and organizational culture on employee performance at PT Pelindo Multi Terminal, the following conclusions can be drawn:

1. Transformational leadership has a positive and significant effect on employee performance. This is indicated by the t-value of 4.833, which is greater than the t-table value of 1.663, and a significance level of 0.000. These findings suggest that the more optimal the implementation of transformational leadership, the higher the level of employee performance. Leaders who are able to provide motivation, inspiration, and effective support are proven to significantly enhance employee performance.
2. Organizational culture also has a positive and significant effect on employee performance. The t-value of 3.901 > 1.663 with a significance level of 0.000 indicates that a strong, consistent, and well-implemented organizational culture can improve

- employee performance. A conducive work environment, clear work values, and harmonious working relationships encourage employees to perform more productively.
3. Transformational leadership and organizational culture simultaneously have a significant effect on employee performance. This is shown by the F-test results, where the F-value is greater than the F-table value of 2.71, with a significance level of 0.000. This finding is further supported by the R Square value of 0.612, indicating that 61.2% of employee performance is influenced by these two variables. Thus, the combination of transformational leadership and a strong organizational culture is a key factor in improving employee performance.

Declarations

Statement on the Use of Artificial Intelligence. Declares whether or not AI was used in the article.

Author contribution statement. Describes the contribution of each author to the conduct of the research and the preparation of the article, in accordance with the conventions of the specific field of study.

Funding statement. Lists funding sources and grant numbers, if applicable, or states that no funding was received.

Conflict of interest. Discloses the presence or absence of any conflicts of interest regarding the publication of the article.

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