

The Effect of Transformational Leadership and Organizational Culture on Employee Performance

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Abstract—The purpose of this study is to examine the influence of transformational leadership and organizational culture on employee performance at Grand Hero Swalayan Kota Palu. Transformational leadership (X1) and organizational culture (X2) are the independent variables, while employee performance is the dependent variable in this study. This study uses a quantitative approach with a survey method through questionnaires, and 60 respondents from 168 active employees of Grand Hero Swalayan are samples taken using probability sampling techniques through simple random sampling. The collected data were analyzed using descriptive statistics and multiple linear regression to test the partial and simultaneous effects between variables. The results show that transformational leadership has a significant but negative effect on employee performance, indicating that this leadership style has not been applied consistently or optimally. Conversely, organizational culture has a positive and significant effect and is the most dominant factor in improving employee performance. Two variables have a significant effect on employee performance, indicating that 56.8% of the variation in employee performance is caused by organizational culture and transformational leadership, while 43.2% is caused by other factors not examined in this study, such as work motivation, job satisfaction, workload, and reward systems.

Keywords: Transformational Leadership; Organizational Culture; Employee Performance; Retail Industry; Supermarkets

1. INTRODUCTION

Organizations must have human resources capable of adapting to the demands of change and increasing competition due to an increasingly dynamic business environment. Employee performance is defined as the work results produced by employees to achieve organizational goals, which are the responsibilities and authorities of each employee (Sanjaya & Febrian, 2024). However, if employees experience a decline in motivation, marked by feelings of discomfort, irritability, and negativity, it will lead to a decline in productivity (Maria & , Edison, 2022).

Performance is how well an employee performs their job according to organizational standards (Sulistiyowati & Almaidah, 2025). Performance is the overall result or level of success of an individual in carrying out tasks within a certain period of time, compared to various possibilities, such as work performance standards, targets, goals, or criteria that have been agreed upon in advance (Khosim Ahmad et al., 2025). Employee performance is measured as the quantity and quality of an employee's work output over a certain period of time in completing tasks assigned by the company (I Ketut Ady Merta Antara, Yeyen Komalasari, 2024). The performance of an organization's employees is defined as work achievements that are regulated in accordance with established standards or criteria. If employees perform in accordance with company standards, they can help improve organizational performance. Better performance makes organizations more competitive (Wahyu & Ranto, 2024). Good performance can be defined as performance that contributes to the achievement of company goals. Improving employee performance standards is very important to increase business efficiency and effectiveness (Sugito & Mawarny, 2024). Employee performance can be defined as the results of work, both in terms of quality and quantity, achieved by an individual with the aim of meeting the targets and responsibilities that have been given (Alexander Chrise Ginting Munthe, 2025). When employees feel comfortable, confident, and enthusiastic about the tasks assigned to them, their performance tends to improve and they complete their work faster with optimal results. The dimensions of employee performance generally include quality, quantity, timeliness, attendance, and the ability to work together (Tistianingtyas, 2021).

One important factor that influences employee performance is leadership style. Transformational leadership plays a broad role in influencing employee performance (Udin, 2023). Transformational leadership can motivate employees to perform better than they are capable of. In other words, it can foster trust and confidence, which will ultimately lead to improved performance (Djimad & Mardiana, 2024). Leadership style is an expression of a leader's approach (Prayoga et al., 2024). Leadership style is the way a leader influences and directs subordinates to achieve organizational goals (Pratiwi & Rizky, 2024). Transformational leadership will motivate employees to perform better than they usually do. The better the transformational leadership is applied, the better the employee performance will be. Conversely, if transformational leadership is poor, it will be more difficult for employees to work better (Dhita Hafizha Asri, 2024). Leadership is the ability to give orders and encourage others to do a job to achieve certain goals (Rivai, 2020). Transformational leadership can be measured through dimensions such as ideal influence, inspirational motivation, intellectual stimulation, individual consideration, empowerment, and personal recognition (Hui & Long, 2024). Transformational leadership is a leadership approach that has been proven to successfully improve human resource performance. With an emphasis on motivation, commitment, and productivity, transformational leaders are able to form solid and innovative teams that help achieve the organization's strategic goals (Nurhaningsih Santoso & Hikmah Perkasa, 2024) Transformational leadership is a

leadership style used by a manager when he wants a group to push boundaries and perform beyond expectations (Illah Ibnu Atok, Trias Setyowati, 2025).

In addition to leadership, organizational culture also influences employee behavior and performance. A strong and positive organizational culture can create a harmonious work environment, encourage innovation, and increase productivity and performance accountability (Harun et al., 2025). Organizational culture is an important part of organizational management and influences the behavior and performance of each member and the organization as a whole (Dianda et al., 2024). Culture can be defined as the interaction of habits that influence the surrounding group of people to form habits (Hasanah et al., 2023). Culture is the thoughts, works, and anything created by humans and can only emerge after a learning process. Organizational culture is the essence of what is most important in an organization (Dewantoro, 2023). A good organizational culture encourages employees to achieve company goals. In a healthy workplace culture, employees work together to achieve organizational goals, which also motivates them and gives them opportunities to advance within the company (Putra & Ariyanto, 2024). Organizational culture encompasses four dimensions, namely participation, compatibility, adaptability, and mission (Meybodi et al., 2023). Businesses can run more smoothly if there is a strong organizational culture that has a positive impact and whose members can act appropriately (Firda Setiawati, 2024). Organizational culture consists of a set of principles and habits embraced by everyone who works in the organization (Imania & Lestari, 2025). As a modern supermarket, Grand Hero has a large number of employees and operates in a complex business environment. It operates daily from around 9:00 a.m. to 10:00 p.m. and has approximately 168 permanent employees, making it one of the most prominent economic centers in the city of Palu.

Previous studies have revealed how transformational leadership and organizational culture affect employee performance. As one of the most popular shopping centers in the city of Palu, Grand Hero supermarket demands consistent employee performance to maintain service quality and operational effectiveness. An agency or organization must have a good organizational culture to help achieve organizational goals (Nofiantari Efi, Karnadi, 2023). This study offers a novelty in the form of partial and simultaneous testing of transformational leadership and organizational culture on employee performance in medium-scale local retail companies. The differences in the characteristics of these organizations are an important gap to be studied because of the complex operational dynamics of the retail industry. Based on the explanation in the research background, the author chose the title *The Influence of Transformational Leadership and Organizational Culture on Employee Performance at Grand Hero Swalayan Kota Palu*. This study aims to determine whether there is an influence between transformational leadership and employee performance, organizational culture and employee performance, as well as transformational leadership and organizational culture on the performance of Grand Hero Swalayan Kota Palu partially and simultaneously.

2. RESEARCH METHODS

This study uses a quantitative approach with the aim of empirically testing the relationship and influence between leadership and cultural variables on performance based on numerical data. The quantitative approach was chosen because it is able to measure phenomena objectively using numbers, from initial data collection to interpretation of the analysis results. Quantitative research is a research method that uses numbers extensively, from data collection to the interpretation of analysis results. Meanwhile, a research method is a comprehensive and careful study of all facts (Amzana et al., 2023). The data analysis techniques used in this study include descriptive statistics and multiple linear regression analysis. Descriptive statistics are a type of statistical analysis used to provide an overview or description of the collected data. The main purpose of this technique is to summarize and organize data systematically so that it is easier to understand and interpret.

Furthermore, multiple linear regression analysis is a statistical method used to find regression equations that are useful for predicting the value of a dependent variable based on the values of independent variables, finding possible errors, and determining the relationship between a dependent variable and independent variables that interact with each other (Amelia & Amas Priatna, 2024). The influence of Transformational Leadership (X1) and Organizational Culture (X2) on Employee Performance (Y) is highly relevant to quantitative research because this study focuses on testing hypotheses based on empirical data.

The population of this study was all active employees working at Grand Hero Swalayan in Palu City, totaling 168 people. From this population, the sample was determined using probability sampling with the simple random sampling method. This technique gives every member of the population an equal chance of being selected as a research sample. Probability sampling allows respondents to be selected based on probability or chance, as long as the individual is part of the target population and is suitable as a data source (Ginting et al., 2024). As a result of this technique, 60 employees were selected as the research sample, which was considered sufficient to represent the population, and this number was considered sufficient to provide an empirical picture of the relationship between transformational leadership, organizational culture, and employee performance.

The research data was obtained from primary data sources through questionnaires given to Grand Hero Swalayan employees. The research instrument was developed using a Likert scale to measure the respondents' level of agreement with a number of statements representing the research variables. The use of questionnaires allowed respondents to provide information directly based on their experiences and perceptions of their superiors' leadership style, appropriate organizational culture, and work performance conditions. Furthermore, the collected data were analyzed using descriptive

statistics to provide an overview of each variable. Using measures such as standard deviation and mean, descriptive statistics provided an initial overview of employees' perceptions of the organizational culture and transformational leadership applied in the company.

Data analysis was conducted in two main stages to answer the research questions and test the research hypotheses. Descriptive statistics provided an overview of response trends for each variable, and multiple linear regression analysis determined the partial and simultaneous effects of each independent variable on the dependent variable. The influence of organizational culture and transformational leadership on employee performance was measured through partial testing using the t-test. The purpose of simultaneous testing with the F-test was to determine whether both independent variables had a simultaneous effect on employee performance. The contribution of leadership and organizational culture variables is theoretically very important for achieving optimal performance in the retail industry.

2.1 Hypothesis

The hypotheses of this study are:

H1 Transformational leadership has a significant effect on employee performance

H2 Organizational culture has a significant effect on employee performance

H3 Transformational leadership and organizational culture have a significant effect on employee performance

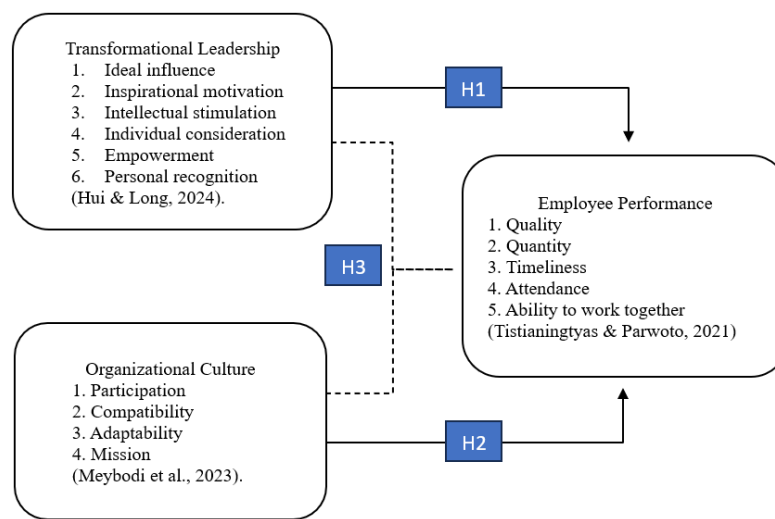


Figure 1. Hypotesis

3. RESULTS AND DISCUSSION

3.1 Descriptive statistical analysis

Descriptive statistics, by definition, is a statistical method related to data collection and presentation that provides useful information. Providing useful information here means that the presentation will make it easier for readers or users of the information to read and utilize the data more easily. Several forms of descriptive data can be created based on the needs and optimality of the information. This analysis includes the minimum, maximum, mean, and standard deviation of each variable. These results will be used to interpret trends in financial literacy and consumer behavior among students. To facilitate interpretation, respondent scores were classified into four categories using the equal interval technique. This classification was formulated theoretically based on the number of statement items and the Likert scale (1-5) used in the questionnaire.

Table 1. Descriptive Statistics of Transformational Leadership (X1)

Indicator	N	Mean	Std. Deviation	
Leaders as role models (X1.1)	60	4,1333	0,59565	Highest
Providing high motivation (X1.5)	60	2,8500	0,84020	Lowest
N Valid (listwise)	60			

Based on the results of the descriptive analysis of the Transformational Leadership variable (X1), indicator X1.1 has the highest average value of 4.1333, which shows that employees consider that leaders have demonstrated good behavior and have set an example for others. High exemplary behavior makes employees appreciate leaders more and tend to follow the directions given. Conversely, indicator X1.5 has the lowest average value of 2.8500, which indicates that leaders still provide insufficient motivation, so employees feel they do not get enough encouragement to work. When employees are not sufficiently motivated, they will feel less emotionally involved and unmotivated to improve their

performance at work. This causes the transformational leadership style to fail. These results show that successful leadership is able to inspire, motivate, and provide employees with consistent emotional support.

Table 2. Descriptive Statistics of Organizational Culture (X2)

Indicator	N	Mean	Std. Deviation	
Focus on achieving the vision (X2.7)	60	4,1500	0,70890	Highest
Developing personal skills (X2.2)	60	2,9167	0,86928	Lowest
N Valid (listwise)	60			

Based on the results of descriptive analysis of the Organizational Culture variable (X2) on the indicator of focus on achieving the vision (X2.7), it has the highest average value of 4.1500, which shows that employees consider leaders to be quite clear in directing the importance of achieving the organizational vision. Organizational values and direction, which are able to unite employees' perceptions and actions in achieving common goals, are signs of a strong organizational culture. Conversely, the indicator of developing self-skills (X2.2) has the lowest average value of 2.9167, which indicates that employees feel their leaders do not provide sufficient encouragement or opportunities to improve their skills. As a result, employees may feel that they are not getting the skill stimulation they need to improve their performance. Therefore, the regression results show that weak support for skill development can hinder the optimization of their potential.

Table 3. Descriptive Statistics of Employee Performance (Y)

Indicator	N	Mean	Std. Deviasi	
Consistent attendance (Y7)	60	3,1667	0,88618	Highest
Number of work outputs completed (Y4)	60	2,4167	1,10916	Lowest
N Valid (listwise)	60			

Based on the results of descriptive analysis of the Employee Performance (Y) variable, the consistent attendance indicator (Y7) had the highest average value of 3.1667, which shows that most employees are able to maintain discipline in attending work. Work discipline is often evidence of employee loyalty and commitment to the company, so it can be a good tool for measuring work behavior. Conversely, indicator Y4 has the lowest average value of 2.4167, indicating that employees feel that the amount of work they can complete is still insufficient. Low motivation and an unsupportive work environment may be the causes. Leaders not providing sufficient motivation, the absence of development skills, or a work system that is not yet strong and does not support productivity improvement are the causes of this situation. Therefore, this section is very important to understand the regression test results which show that organizational culture greatly helps improve employee performance.

3.3 Partial Test (t)

Table 4. Partial Test

Model	Koefisien		Standard Coefficient Beta	t	Sig.
	Non-Standard B	Coefficient Standard Error			
1 (Constant)	18.325	9.122		2.009	0,049
Transformational Leadership	-0.875	0.352	-0.527	-2.483	0,016
Organizational Culture	2.257	0.398	1.203	5.671	0,000

Based on the t-test results in Table 2.1 above, it can be explained that the Transformational Leadership variable has a t-value of -2.483 with a significance of $0.016 < 0.05$, so that this variable partially has a significant effect on the dependent variable, but the direction of the effect is negative as indicated by the coefficient value of -0.875. Thus, H2 is accepted, but the effect is not as expected because it shows a negative direction. This can occur when transformational leadership is not applied consistently, so that it does not have a positive impact on performance. Conversely, the Organizational Culture variable shows a t-value of 5.671 with a significance of $0.000 < 0.05$ and a positive coefficient of 2.257, so it can be concluded that organizational culture has a positive and significant effect on the dependent variable. Thus, organizational culture is a more dominant factor in improving research results than transformational leadership, because its influence value is greater and significantly stronger, while transformational leadership actually shows a relationship that is opposite to what is expected. Therefore, H3 is accepted, that organizational culture has a significant influence on performance.

3.4 Simultaneous Test (F)

Table 5. Simultaneous Test (F)

Model	ANOVA				
	Sum Of Squares	Df	Mean Square	F	Sig.
1 Regression	1921,626	2	960,813	37,544	0,000

ANOVA					
Model	Sum Of Squares	Df	Mean Square	F	Sig.
Residual	1458,708	57	25,591		
Total	3380,333	59			

Dependent variable: Employee Performance

Independent variables: Transformational Leadership; Organizational Culture

Based on the F test results in Table 2.2 above, the calculated F value is 37.544 with a significance value of 0.000. Because the significance value is less than 0.05, it can be concluded that the regression model used is valid and that the two independent variables, namely Transformational Leadership and Organizational Culture, simultaneously have a significant effect on Employee Performance. The Sum of Squares Regression value of 1921.626 shows the amount of variation in employee performance that can be explained by these two variables, while the Sum of Squares Residual of 1458.708 shows the variation that cannot be explained by the model. Thus, these results confirm that the combination of transformational leadership and organizational culture makes an important contribution to improving employee performance, so that the regression model used is declared valid to explain the relationship under study. Thus, H1 is accepted, which states that transformational leadership and organizational culture have a simultaneous significant effect on employee performance.

3.5 Determination Coefficient Test (R²)

Table 6. Test of the Coefficient of Determination (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,754	0,568	0,553	5.05879

Based on Table 6 above, it is known that the correlation coefficient (R) value is 0.754. This value indicates a strong relationship between the variables of Transformational Leadership and Organizational Culture with the variable (Y) Employee Performance. The coefficient of determination or R Square value of 0.568 is obtained from squaring the R value, namely $0.754 \times 0.754 = 0.568$. This figure indicates that the two independent variables simultaneously explain 56.8% of the changes in the dependent variable, while the remaining 43.2% (100% – 56.8%) is influenced by other factors not included in this research model. An adjusted R-square of 0.553 shows that the regression model used is quite stable and remains relevant even when considering the number of independent variables and the sample size used. This value indicates that after adjustment, the model still explains 55.3% of the variation in the dependent variable. The standard error of the estimate of 5.05879 indicates the level of prediction error of the model. The smaller this value, the better the model is at predicting the dependent variable. In the context of this study, this value indicates that the model's prediction error rate is still within a reasonable range. Thus, the results of the coefficient of determination test confirm that transformational leadership and organizational culture have a significant influence on employee performance.

3.5.1 The Effect of Transformational Leadership on Employee Performance

From the results of the hypothesis testing analysis of the effect of transformational leadership on employee performance, a regression coefficient of -0.875 was obtained. This effect has a significance value (p-value) of $0.016 < 0.05$, which means that transformational leadership has a significant effect on employee performance, but with a negative direction of influence. This finding shows that the transformational leadership applied is not yet fully in line with the desires, needs, and working conditions of employees. A lack of consistency in providing motivation, individual attention, and support for employee development can lead to negative perceptions and reduce work engagement. There may be a mismatch between the leadership style of leaders and the expectations of employees, thereby impacting work effectiveness.

In addition, differences in perception between leaders and employees regarding the meaning of transformational leadership can also affect performance outcomes. Leaders may consider their leadership style to be inspirational and motivational, but employees may feel otherwise if individual attention, recognition for contributions, and opportunities for self-development are not felt in a tangible way. This has the potential to reduce job satisfaction and employee commitment to the organization.

3.5.2 The Influence of Organizational Culture on Employee Performance

The results of the analysis of the hypothesis testing of the influence of organizational culture on employee performance obtained a regression coefficient of 2.257. This influence has a significance value (p-value) of $0.000 < 0.05$, which means that organizational culture has a positive and significant effect on employee performance. This means that the better the organizational culture, the more it improves employee performance. A clear organizational culture in instilling values, norms, vision, and work direction can create a conducive work environment, improve discipline, and encourage employee commitment to achieving company goals. The results of this study are in line with the findings of a previous study conducted by (A Fauzan, 2023), which stated that organizational culture affects employee performance. Thus, organizational culture is a dominant factor that contributes greatly to encouraging positive work behavior and the operational success of the company.

3.5.3 The Influence of Transformational Leadership and Organizational Culture on Employee Performance

Based on the results of testing the influence of transformational leadership and organizational culture on employee performance, a calculated F value of 37.544 with a significance level of 0.000 was obtained. This indicates that the regression model used in this study is significant. The overall test results confirm that the combination of transformational leadership and organizational culture can significantly explain changes in employee performance. This means that if Grand Hero Swalayan Palu implements transformational leadership and organizational culture well, performance will also improve. The results of this study are in line with the findings of a previous study conducted by (A Rivai, 2020) that transformational leadership is used by leaders to encourage employees to improve their performance. The values, norms, attitudes, and work ethics embraced by each member of Grand Hero Swalayan Palu will be linked to the organizational culture, and the company's success can be achieved through increased employee commitment if the corporate culture is good.

4. CONCLUSION

Based on the entire research process, it can be concluded that good leadership and the organizational culture at Grand Hero Swalayan Kota Palu influence employee performance. Quantitative analysis shows that the transformational leadership applied by leaders has a significant but negative effect on employee performance. This indicates that the concept of transformational leadership applied by the leadership is not in line with the expectations, needs, and working conditions of employees in a contemporary retail environment. The results show that inconsistent leadership in providing motivation, attention, and support for self-development has the potential to reduce employee work efficiency. On the other hand, organizational culture has been proven to have a positive and significant impact, and most importantly, it is a factor in improving employee performance. The goal is to improve employee discipline, commitment, and work responsibility through a strong organizational culture, characterized by a clear vision, shared values, and a work direction that is understood by employees. Transformational leadership and organizational culture simultaneously explain 58.8% of the variation in employee performance. This indicates that both elements are crucial for creating effective performance and competitiveness in retail companies. Therefore, this study suggests that to improve employee performance at Grand Hero Swalayan Kota Palu, it is not only necessary to change the leadership style to be more consistent and flexible, but also to strengthen the organizational culture that supports employee growth and the achievement of the company's long-term goals.

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