

## **The Effect of Transformational Leadership and Organizational Culture on The Performance of Civil Servants at SMAN 11 Tanjung Jabung Barat**

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**Abstract:** This study aims to examine and analyse the influence of transformational leadership and organizational culture on employee performance at SMAN 11 Tanjung Jabung Barat. This study was motivated by the importance of the role of leaders and organizational culture in encouraging improved performance among civil servants. Data collection was conducted by distributing questionnaires to 12 respondents, all of whom were civil servants. The results of this study indicate that the variables of Transformational Leadership and Organizational Culture simultaneously have a significant effect on Employee Performance. Partially, the Organizational Culture variable obtained a significance value of 82.67%, strongly agree, which means it has a significant effect on Performance. The Transformational Leadership variable also showed a significant effect on Performance with a significance value of 84.76% strongly agree. Thus, it can be concluded that improving organizational culture and implementing effective transformational leadership can significantly improve employee performance.

**Keywords:** *Transformational Leadership, Organizational Culture, Performance, Civil Service*

### **A. Introduction**

Transformational leadership is an approach that focuses on providing inspiration, developing individuals, and creating an innovative and harmonious work environment. Transformational leaders not only direct employees in carrying out their duties, but also inspire them to exceed expectations and contribute more to the organisation (Prayudi, 2020) Transformational leadership involves motivation, empowerment, and support for employees so that they can develop professionally and personally (Bass, B. M., & Riggio, 2006). This approach is believed to be able to improve employee performance through increased work motivation and employee engagement in the organisation (Dewantoro, 2023). In various studies, transformational leadership has been proven to be effective in creating a positive work environment and supporting employee productivity. Therefore, the application of transformational leadership is one of the important factors in improving employee performance (Rosani et al., 2025).

The in addition to transformational leadership, organisational culture also plays a significant role in shaping employee behaviour and performance. Organisational culture reflects the values, norms, and belief systems embraced by an organisation and serves as

a guideline for the behaviour of every member of the organisation (Mangkunegara, 2005). A strong organisational culture will create a conducive working environment, increase work motivation, and strengthen employee commitment to achieving organisational goals (Fitriani, F., FoEh, A., & Manafe, 2022). With a positive organisational culture, employees will be more motivated to work effectively and efficiently and have a strong sense of ownership of the organisation (Egwu & Nwosu, 2025).

The SMAN 11 Tanjung Jabung Barat, the implementation of transformational leadership is still not optimal. The principal tends to apply a bureaucratic and transactional approach, where employees are directed based on established regulations and standards without any encouragement to innovate (Ramadhani & Indawati, 2022). This causes employees to be less motivated at work and experience difficulties in achieving maximum performance (Hariyasasti, 2025). Employees tend to work only to fulfil formal obligations without any intrinsic motivation to develop and contribute their best to the organisation (Prayudi, 2020). In addition, the lack of appreciation for individual performance is also a factor that hinders employee motivation and productivity (Dewantoro, 2023).

This is in line with an interview quote from a civil servant at SMAN 11 Tanjung Jabung Barat, Andi Safwan, S.Pd, who explained: Leadership that encourages appreciation, openness to new ideas, and opportunities for self-development can have a significant impact on our work ethic (Alkadri, 2024). When leaders are able to create a supportive environment, motivation to work well increases. Conversely, if the approach taken tends to be authoritative and uncommunicative, morale can decline. Therefore, in my opinion, a leader should be able to accommodate the aspirations of employees so that we can achieve optimal performance and a global perspective (Rosani et al., 2023).

Based on the interview excerpt, it can be explained that a more effective transformational leadership approach is needed to improve employee performance. The organisational culture at SMAN 11 Tanjung Jabung Barat also faces various challenges that can affect employee performance. A work culture that tends to be individualistic leads to a lack of teamwork and effective coordination in completing organisational tasks (Uzma et al., 2025). This lack of support for teamwork has the potential to reduce work efficiency and slow down the achievement of organisational targets (Sulistiono & Muslih, 2025). In addition, the lack of employee initiative in facing challenges is also an issue that needs attention (Cahyono, 2025). Therefore, it is necessary to strengthen the organisational culture that encourages teamwork and provides space for employees to innovate and develop.

From the results of interviews with several employees at SMAN 11 Tanjung Jabung Barat, it was found that the existing organisational culture greatly influences employee performance. A culture that emphasises the values of integrity, transparency, and collaboration strengthens employees' sense of responsibility towards their work. The following is an excerpt from an interview with a civil servant at SMAN 11 Tanjung Jabung Barat, Riza Gustia, S.Pd, who explained: Organisational culture greatly influences my work motivation. If the work environment supports collaboration and innovation, I feel more enthusiastic about my work. However, if the existing culture tends to be bureaucratic and inflexible, our motivation sometimes declines. I believe that changes towards a more open and supportive work culture can help improve overall employee performance.

However, there are still obstacles in implementing a work culture that supports collaboration and innovation. The lack of appreciation for new ideas and the lack of self-development programmes for employees are factors that hinder work motivation (Daulay et al., 2025). One employee complained. Therefore, a more effective strategy is needed to build a strong organisational culture that supports employee performance improvement. Previous studies have shown that transformational leadership and organisational culture have a significant influence on employee performance, with work motivation as a mediating variable (Baptiste et al., 2025; Opolot et al., 2026; Norawati et al., 2025). (Zhang et al., 2025) highlights that transformational leadership can create a more positive and productive work environment. (Thi et al., 2025) found that transformational leadership influences employee performance through work autonomy, where employees are given the freedom to innovate and take initiative.

Based on this background, as well as the results of observations and interviews conducted, it can be concluded that transformational leadership and organisational culture are the main factors that influence employee performance at SMAN 11 Tanjung Jabung Barat. Therefore, this study aims to analyse the influence of transformational leadership and organisational culture on employee performance. By understanding the relationship between these factors, it is hoped that the results of this study can provide recommendations for the Jambi Provincial Education Office in improving organisational effectiveness through strengthening leadership and a work culture that supports employee motivation and productivity.

## **B. Methods**

This study employed a quantitative approach with a descriptive-verification research design. The quantitative approach was selected because the study aims to examine and analyze the influence of transformational leadership and organizational culture on employee performance using numerical data in the form of scores, percentages, and significance values, allowing for objective and measurable analysis of the relationships among variables.

The research was conducted at State Senior High School (SMAN) 11 Tanjung Jabung Barat. The population of this study consisted of all civil servant employees (PNS) working at the school. Given the relatively small population size, a total sampling technique was applied, in which all members of the population were included as research respondents. Thus, the total number of respondents in this study was 12 employees.

Data were collected using a structured questionnaire developed based on indicators of transformational leadership, organizational culture, and employee performance. The instrument employed a Likert scale to measure respondents' levels of agreement with each statement, which were subsequently converted into numerical scores and percentages to facilitate statistical analysis.

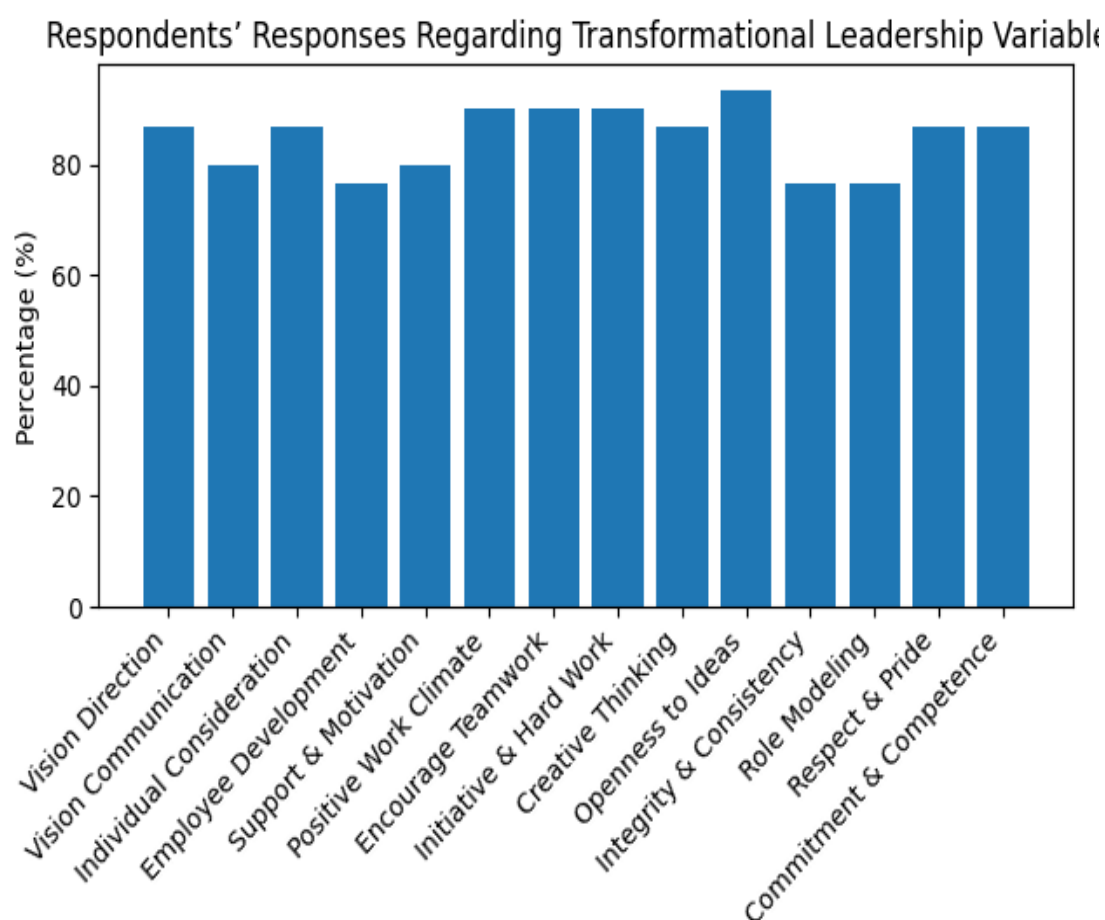
The collected data were analyzed using descriptive and inferential statistical techniques. Descriptive analysis was conducted to present respondents' perceptions in the form of percentages and categorical interpretations (such as strongly agree and agree), while inferential analysis was used to examine the simultaneous and partial effects of

transformational leadership and organizational culture on employee performance. This analytical approach ensures methodological rigor and enhances the scientific validity of the research findings.

### C. Results and Discussion

#### Results

Descriptive Analysis of Transformational Leadership, the descriptive analysis of transformational leadership variables is shown in the following figure 1:



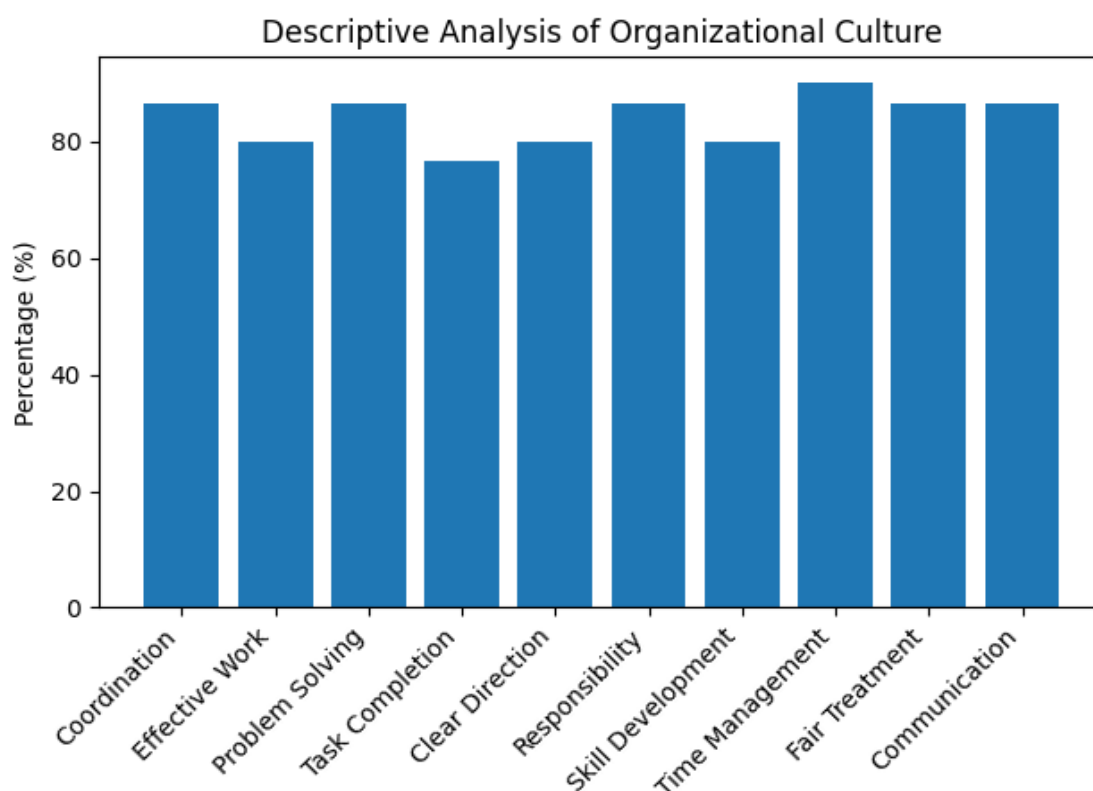
**Figure 1. Respondents' Responses Regarding Transformational Leadership Variables**

Source: Data processed by researchers, 2025

Based on the descriptive analysis of the transformational leadership variable, the overall average was 4.26, equivalent to 84.76%. This result shows that, in general, respondents strongly agree that their leaders apply transformational leadership in the work environment.

Descriptive Analysis of Organizational Culture, the descriptive analysis of the Organizational Culture variable is shown in the following figure 2:

**Figure 2. Descriptive Analysis of Organizational Culture**



Source: Data processed by researchers, 2025

Based on the results of descriptive analysis of organizational culture variables, an average score of 4.13 was obtained with a respondent achievement rate (TCR) of 82.67%, which falls into the Strongly Agree category. This shows that, in general, respondents view the organizational culture in their work environment quite positively.

## Discussion

This study aims to examine the effect of transformational leadership and organisational culture on the performance of civil servants at SMAN 11 Tanjung Jabung Barat. The descriptive findings indicate that both transformational leadership and organisational culture are perceived very positively by respondents, as reflected in high average scores and achievement rates. These results provide an important empirical foundation for understanding why employee performance in this institution can be optimised through leadership and cultural mechanisms.

Transformational Leadership in the School Context, the descriptive analysis of the transformational leadership variable shows an average score of 4.26, equivalent to 84.76%, which falls into the *Strongly Agree* category. This indicates that civil servants at SMAN 11 Tanjung Jabung Barat strongly perceive their leaders as applying transformational leadership practices in the workplace. Such leadership is characterised

by inspirational motivation, idealised influence, intellectual stimulation, and individualised consideration.

The high perception of transformational leadership suggests that school leaders are able to articulate a clear vision, motivate employees beyond personal interests, and foster a supportive and empowering work environment. In the context of educational institutions, transformational leadership plays a critical role because schools are organisations that rely heavily on human interaction, moral commitment, and shared values. Leaders who inspire and involve teachers and staff in organisational goals tend to enhance employees' intrinsic motivation and sense of responsibility (Lestari et al., 2022).

This finding aligns with previous studies which argue that transformational leadership has a significant positive effect on employee performance, especially in public sector and educational settings. Prasetyo et al., (2025) explain that transformational leaders are able to elevate followers' awareness of the importance of organisational goals and encourage them to perform beyond expected standards. Similarly, research (Fardiansyah et al., 2025) and (Nugraha, 2025) demonstrates that transformational leadership positively influences job satisfaction, organisational commitment, and work performance.

The strong perception of transformational leadership in this study may occur because school leaders function not only as administrators but also as role models and mentors. When leaders demonstrate integrity, provide intellectual stimulation, and show personal concern for employees, civil servants feel valued and trusted. This psychological condition encourages higher engagement, discipline, and willingness to contribute optimally to organisational performance.

Organisational Culture as a Performance Driver, the descriptive analysis of organisational culture shows an average score of 4.13 with a respondent achievement rate of 82.67%, which also falls into the *Strongly Agree* category. This indicates that respondents perceive the organisational culture at SMAN 11 Tanjung Jabung Barat as positive and supportive. A strong organisational culture reflects shared values, norms, and beliefs that guide employee behaviour and decision-making.

The positive organisational culture in educational institutions often emphasises collaboration, discipline, mutual respect, and commitment to service quality. When such values are internalised by employees, they create a conducive working atmosphere that supports performance improvement (Lestari et al., 2023). This explains why respondents view the organisational culture positively; the existing norms likely align with their expectations and professional values as civil servants in the education sector.

Previous studies strongly support this finding. Quinn et al., (2025) argues that organisational culture serves as a social control system that shapes employee attitudes and behaviours. Likewise, Abbasov, (2025) found that organisations with strong and adaptive cultures tend to achieve higher levels of effectiveness and performance. In the public sector context, organisational culture is particularly important because formal rules alone are insufficient to ensure optimal performance without shared values and internal commitment (Mwale & Phiri, 2025 ; Jauhari, 2025). The strong organisational culture at SMAN 11 Tanjung Jabung Barat may be influenced by consistent leadership practices, long-term institutional values, and shared experiences among employees. When

employees perceive fairness, clarity of roles, and collective purpose, they are more likely to demonstrate positive work behaviours such as cooperation, accountability, and dedication to organisational goals.

Interrelation Between Leadership, Culture, and Performance, the high descriptive scores for both transformational leadership and organisational culture indicate that these two variables reinforce each other. Transformational leaders play a crucial role in shaping, maintaining, and strengthening organisational culture. Through vision-building, exemplary behaviour, and continuous motivation, leaders embed cultural values into daily organisational practices.

This interrelationship explains why positive leadership and culture coexist in the studied institution. As suggested by Yakin et al., (2025), leaders are key agents of cultural transmission, and a strong culture, in turn, supports leaders in influencing employee performance effectively. When leadership and culture are aligned, employees experience consistency between what is expected and what is practiced, leading to higher performance outcomes.

Overall, the findings of this study confirm that transformational leadership and organisational culture are fundamental drivers of civil servant performance in educational institutions. The strong agreement among respondents suggests that these factors have been well-implemented at SMAN 11 Tanjung Jabung Barat, which explains their potential contribution to enhanced organisational performance. These results not only support existing theories but also reinforce empirical evidence from previous studies, particularly in the context of public sector and educational organisations.

#### **D. Conclusions**

The following are the conclusions of the study "The Influence of Transformational Leadership and Organisational Culture on Employee Performance at SMAN 11 Tanjung Jabung Barat. Transformational leadership has a significant influence on performance, with an overall average of 4.26 or equivalent to 84.76%, indicating a positive influence with a sample of 12 people. Organisational Culture has a significant influence on Performance, with an average score of 4.13 and a respondent achievement rate (TCR) of 82.67%, which falls into the Strongly Agree category, indicating a positive influence with a sample size of 12 people.

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