

The Influence of Transformational Leadership and Transactional Leadership on Employee Performance Mediated by Work Culture

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Article Info	Abstract
<p>Paper Type: Research paper</p> <p>Correspondence Author: (*)Ahmad Syifa</p> <p>Email address: ahmadsyifa@gmail.com</p> <p>Submitted: 25 – February-2025</p> <p>In Reviewed: 28 – February – 2025</p> <p>Accepted: 18 – March – 2025</p> <p>Available Online : 13-April - 2025</p> <p>Keywords: Transformational Leadership, Transactional Leadership, Employee Performance, Work Culture.</p> <p> https://doi.org/</p> <p>Copyright©2025 Journal of Social Innovation and Business</p> <p>Cite this as: Syifa, A., Utami, S., & Sustiatik, E. (2025). The Influence of Transformational Leadership and Transactional Leadership on Employee Performance Mediated by Work Culture. <i>Journal of Social Innovation and Business</i>, 1(1), 1 – 12.</p> <p> Open Access</p> <p></p> <p>This is an open-access article distributed underCC BY-NC-SA 4.0 License.</p>	<p>This study aims to analyze the influence of transformational leadership (X1) and transactional leadership (X2) on work culture (Z) and employee performance (Y), as well as the impact of work culture on employee performance. Data collection was conducted through observations and questionnaires. The research employed a quantitative approach, focusing on parameter estimation, hypothesis testing, confidence intervals, and relationships between variables with a known normal distribution. Structural Equation Modeling (SEM) with AMOS software was used for analysis. The findings reveal that transformational leadership does not significantly influence work culture, leading to the rejection of hypothesis 1 (H1), while transactional leadership significantly affects work culture, supporting hypothesis 2 (H2). Furthermore, both transformational and transactional leadership styles do not significantly impact employee performance, resulting in the rejection of hypotheses 3 (H3) and 4 (H4). However, work culture significantly influences employee performance, leading to the acceptance of hypothesis 5 (H5). These findings indicate that leadership style alone may not directly improve employee performance, but a strong work culture plays a crucial role in enhancing performance outcomes. Organizations should focus on cultivating a positive work culture to drive employee effectiveness and productivity. Strengthening work culture through well-defined values, teamwork, and motivation may serve as a critical strategy for improving overall organizational performance.</p>

1. Introduction

A leadership organization is a very important factor in determining the achievement of goals set by the organization. Leadership is the central point and policy determinant of activities to be implemented in the organization. The success or failure of an organization is very dependent on the activities and creativity of its human resources. The main thing to consider is the role of a leader. The role of leadership is very large in motivating employees to work in accordance with the work program set by the organization, in achieving the goals and objectives set by the organization.

Leadership is one of the important elements in an organization. The success of an organization in achieving its goals is highly dependent on the leadership pattern in the organization. Leadership is an important element because it is the leadership that is responsible for determining the policies and direction of an organization. The development of an organization is highly dependent on leadership in directing and handling the organization. Successful company leaders lead their organizations towards progress, but not a few company leaders fail to lead their organizations towards progress. According to (Effendi & Usman, 2009), "leadership is an activity of influencing with the ability to convince others to direct the process of achieving previously determined organizational goals". In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others 10 in certain situations so that they are willing to work together to

achieve predetermined goals. According to (Kharismayanti & Ayu, 2022) shows that transformational leadership has a significant influence on organizational culture (work culture). Transformational leadership is able to create a comfortable work atmosphere, especially for employees. And according to (Muhammad et al., 2023) also stated that transactional leadership has a significant influence on organizational culture. Transactionally, it means that employees always get appreciation for what they do. So that it makes employees also competitive in the company environment. According to (Tjahyanti & Chairunnisa, 2020), transformational leadership has an effect on employee performance, which means that transformational leadership is able to improve employee performance well. And according to (Husaini & Fitria, 2019) also stated that transactional leadership affects employee performance. Transactional leadership style can assess employee performance according to its portion such as the reward given or punishment for those who do not carry out orders, for that reason employees can become what the company expects.

Achieving organizational goals is one of the determining factors in improving employee performance. Because with the improvement of employee performance, it will affect the success of achieving goals, both short-term and long-term. Employee performance according to (Wow, 2023), is the work result that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission, and goals of the organization concerned by including the ability, perseverance, independence, ability to overcome problems according to the time limit given legally, not violating the law and in accordance with morals and ethics. According to (Syanan & Magdalena, 2023) work culture has an influence on employee performance, through a healthy work culture will create employee performance that is very much in accordance with the needs of the company. This research was conducted at the Distribution Center (DC) Branch Office Jakarta 1). As one of the organizations engaged in the retail sector, by focusing research on Performance Improvement, a very good leadership spirit and style are needed to direct the organization to achieve its goals. Based on the results of observations made that the leadership style in the workplace that there are various leadership styles in solving problems therefore with the existence of these problems, it is necessary to evaluate the importance of the problem of transformational leadership style, transactional leadership style and work culture in improving employee performance. So this is the reason for choosing the title of the study, namely: The Effect of Transformational Leadership and Transactional Leadership on Performance Mediated by Work Culture Improving Employee Performance at PT Indomarco Prismatama Distributor Center (DC) Jakarta 1.

The purpose of this study is to determine and analyze the influence of transformational leadership style (X1) on work culture (Z) and the influence of transactional leadership style (X2) on work culture (Z). In addition, this study also aims to analyze the influence of transformational leadership style (X1) on employee performance (Y) and the influence of transactional leadership style (X2) on employee performance (Y). Furthermore, this study wants to examine the influence of work culture (Z) on improving employee performance (Y). Theoretically, this study can be a reference for future researchers who are interested in studying employee performance and work culture in a company. Practically, this study provides real insight into the importance of the influence of transformational leadership style, transactional leadership, and work culture in an Indomaret company in order to improve employee performance.

2. Research methodology

2.1. Design

The research method used is a quantitative method with a descriptive research approach. According to(Ghozali & Imam, 2011)Quantitative research method is a methodology that attempts to measure data and usually applies some form of statistical analysis. Quantitative research aims to measure data and generalize the results from a sample to the desired population.(Sugiyono, 2021). In this study there is no direct relationship or direct contact between researchers and respondents. Quantitative data is data in the form of numbers that are generally collected through structured questions (Sekaran and Roger Bougie, 2016). Descriptive research aims to obtain data that describes the topic of interest. Descriptive studies are often designed to collect data that describe the characteristics of objects (such as people, organizations, products, or brands), events, or situations.(Laely & Lidiawan, 2022). Quantitative descriptive research involves collecting quantitative data such as satisfaction ratings, production figures, sales figures, or demographic data, but may also require collecting qualitative information.(Liu et al., 2022; Widjaja & Sugiarto, 2022).

2.2. Population and Sample

According to(Sugiyono, 2013) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn.The population in this study was all Indomarco employees in one DC I Jakarta area, totaling 800 employees.

A sample is a part of the number and characteristics possessed by the population. If the population is large, and researchers cannot possibly study everything in the population, for example due to limited funds, manpower and time, then researchers can use samples taken from that population.(Sugiyono, 2012). The sample in this study uses the purposive sampling method. Purposive sampling is sampling based on certain considerations such as population characteristics or previously known characteristics.(Laely & Lidiawan, 2022). To determine the number of samples used, the Slovin formula is used as follows:(Laely & Lidiawan, 2022).

$$n = \frac{N}{1+Ne^2} \quad \dots 1)$$

n = Sample Size

e2 = Standard Error (5%)

N = Population Size

Based on data from PT Indomarco DC 1 Jakarta for a population of 552 people, based on the calculation above, the number of samples for this study was 231.9 people, but to facilitate research in sampling, it was rounded up to 235 people.

2.4 Observations and Interviews

In-depth observation in this study aims to comprehensively understand the relationship between transformational leadership, transactional leadership, work culture, and employee performance. Observations are focused on five main hypotheses, namely the influence of transformational leadership on work culture (H1), transactional leadership on work culture (H2), transformational leadership on employee performance (H3), transactional leadership on employee performance (H4), and work culture on employee performance (H5). The subjects and locations of observation were determined by selecting organizations that have a variety of leadership and involve employees from various divisions and job levels. Observation criteria were developed to assess transformational leadership based on vision, motivation, and its influence on work culture, and transactional leadership based on rewards and rules. Work culture was observed through values, norms, communication, and

teamwork, while employee performance was assessed through productivity, discipline, and job satisfaction. Data collection techniques included direct observation of interactions between leaders and employees, in-depth interviews, documentation of internal reports, and surveys and questionnaires to collect quantitative data. The data obtained were analyzed using a qualitative descriptive approach to understand the pattern of relationships between variables and quantitative methods (SEM-AMOS) to test the statistical influence between variables. The results of the observations were then grouped based on the main indicators in the study. Conclusions are drawn by determining whether the hypothesis is accepted or rejected and providing strategic recommendations to improve leadership effectiveness and work culture to support improved employee performance.

2.5 Operational Research Variable

The operational definition of variables in this study includes transformational (X1) and transactional (X2) leadership, work culture (Z), and employee performance (Y), which are measured using a Likert scale based on the indicators of each variable (Table 1).

Table1. Operational Definition of Variables

No	Variables	Scale	Indicator
1	Transformational Leadership (X1)	Likert	1. Idealized Influence 2. Inspiration Motivation 3. Intellectual Motivation 4. Individualized Consideration
2	Transactional Leadership (X2)	Likert	1. Reward Contingency 2. Active Management by Exception 3. Passive Management by Exception 4. Laizez Farie
3	Work Culture (Z)	Likert	1. Habit 2. Regulation 3. Values 4. Cooperation 5. Openness
4	Employee Performance (Y)	Likert	1. Quality 2. Quantity 3. Working time 4. Effectiveness 5. Independence

Source: (Boni & Scheitza, 2025; Norawati et al., 2023; Nurhayati et al., 2024; Saleem et al., 2025; Sutopo et al., 2024; Weng et al., 2025; Zeng et al., 2023)

2.6 Research Tools

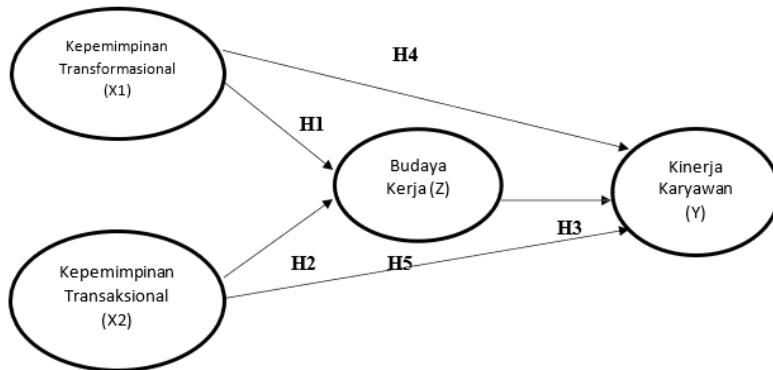
The method used for this research is a quantitative method which is an approach that involves estimating parameters, testing hypotheses, forming confidence intervals, and the relationship between two or more properties (variables) for parameters that have a certain known distribution (normal distribution). (Laely & Lidiawan, 2022). This analysis includes data processing, data organization and finding results. The analysis technique used in this study is Structural Equation Modeling (SEM) analysis with AMOS software. Primary and secondary data obtained from data collection will first be entered into an excel file before being analyzed further. After all primary and secondary data are entered into the excel file, the data will be analyzed using the AMOS 22 tool. AMOS (Analysis of Moment Structure) is a user-friendly tool. According to Imam Ghazali (2011), SEM is a combination of separate statistical methods, namely factor analysis and simultaneous equation modeling.

2.7 Research Procedure

This study uses Structural Equation Modeling (SEM) with AMOS and SPSS. The initial stage is the development of a theory-based model, where hypotheses are formulated to determine the causal relationship between latent variables and their indicators. Multivariate SEM is used because of its ability to combine measurement models and structural models and test direct and indirect effects.(Alhasnawi et al., 2023; Nguyen, 2022; Tiwari et al., 2023). This model includes two exogenous constructs (Transformational and Transactional Leadership Styles) and two endogenous constructs (Work Culture and Employee Performance). A path diagram is created to visualize the relationship between variables, then converted into a structural equation and measurement model.(Barrera et al., 2014; Hariyani et al., 2023; Ismiyati, 2010; Purwaningsih & Kusuma Damar, 2015). The variance-covariance or correlation matrix is used as input, with the Maximum Likelihood Estimation (MLE) estimation method and a sample size of 100-200.(Murrar et al., 2024; Nugraha & Madyan, 2022; Rajic et al., 2016). Model evaluation includes identifying problems such as large standard errors, negative error variances, or high correlations between coefficients (>0.9). Goodness of Fit (GOF) is tested using Chi-square (χ^2), RMSEA, GFI, AGFI, TLI, and CFI. The model is said to be fit if it meets $p \geq 0.05$, small χ^2 , $CMIN/DF \leq 2.00$, GFI & AGFI ≥ 0.90 , and RMSEA 0.05–0.08(Fuaddi & Pradana, 2024). Normality and linearity testing is done through histograms or scatterplots, as well as outlier identification to avoid bias.(Laely & Komari, 2017; Saraswati & Indriani, 2021; Vasquez et al., 2022). If the model does not fit, the model is modified by correlating error terms, deleting insignificant paths, or re-specification. With this procedure, SEM analysis can be done more accurately and scientifically.

2.8 Framework of Thinking

This research uses an intervening model as a framework, as follows.



Picture1. Thinking Process Framework

Source:(Gergova & Warren, 2024; Ghulam & Mousa, 2019; Heaton et al., 2023; Jaquette et al., 2018; Thursday & Susan Abraham, 2024; Kantorowicz et al., 2024)

Table2. Hypothesis Path

Hypothesis Path	Hypothesis Code
Transformational Leadership (X1) → Work Culture (Z)	H1
Transactional Leadership (X2) → Work Culture (Z)	H2
Work Culture (Z) → Employee Performance (Y)	H3
Transformational Leadership (X1) → Employee Performance (Y)	H4
Transactional Leadership (X2) → Employee Performance (Y)	H5

Source:(Baihaqi & Saifudin, 2021; Fuadi, 2020, 2020; Muhammad et al., 2023; Norawati et al., 2023; Pryastuti, 2023; Purwaningsih & Kusuma Damar, 2015; Putriani, 2016; Rukmini et al., 2022; Sabrinasyah et al., 2024; Safitri et al., 2020; Siahaan et al., 2021;

3. Results and Discussion

3.1. Results

Hypothesis testing shows that transformational leadership has no significant effect on work culture, with a CR value of -0.280 (less than 1.96) and a P-value of 0.780 (above 0.05). This indicates that the first hypothesis (H1), which states that transformational leadership has an effect on work culture, is rejected. On the other hand, transactional leadership is proven to have a significant effect on work culture, with a CR value of 3.531 (greater than 1.96) and a P-value of 0.000 (below 0.05). Thus, the second hypothesis (H2) is accepted, which indicates that transactional leadership contributes to the formation of work culture. The results of the analysis show that transformational leadership has no significant effect on employee performance, with a CR value of 1.206 (less than 1.96) and a P-value of 0.228 (above 0.05), so the third hypothesis (H3) is rejected. Similarly, transactional leadership does not have a significant effect on employee performance, with a CR value of 0.855 (less than 1.96) and a P-value of 0.392 (above 0.05), so the fourth hypothesis (H4) is also rejected. Work culture is proven to have a significant effect on employee performance, with a CR value of 2.880 (greater than 1.96) and a P-value of 0.004 (below 0.05). This shows that a strong work culture contributes positively to improving employee performance. Thus, the fifth hypothesis (H5), which states that work culture has an effect on employee performance, is accepted. These results indicate that in the context of this study, work culture has a more dominant role compared to leadership style in influencing employee performance (Table 3).

Table3. Hypothesis Decision

Hypothesis	Coefficient	CR	P	Information
Transformational Leadership Towards Work Culture (H1)	-0.054	-0.28	0.78	No effect
Transactional Leadership Towards Work Culture (H2)	0.803	3,531	***	Influential
Transformational Leadership On Employee Performance (H3)	0.214	1,206	0.228	No effect
Transactional Leadership on Employee Performance (H4)	0.26	0.855	0.392	No effect
Work Culture on Employee Performance (H5)	0.697	2.88	0.004	Influential

Source: Data Processing, 2025

3.2. Discussion

3.2.1. The Influence of Transformational Leadership on Work Culture

Based on the research results, the Leadership Influence variable has no influence on Work Culture, with a critical ratio value of -0.280 (below 1.96) and a P-value of 0.780 (above 0.05), this value does not meet the criteria for the hypothesis to be accepted. This research is not in line with several previous studies that were examined by(Syanan & Magdalena, 2023),(Sabrinasyah et al., 2024), where the transformational leadership variable as an independent variable (X) has a significant influence on employee performance as a dependent (Y) without any intervening variables. Meanwhile, research from(Ivansyah & Hendro, 2019),(Tahira, 2022)And(Sabrinasyah et al., 2024)transformational leadership variables have an influence on job satisfaction as an intervening variable. The difference in this study with previous studies is that there are differences in the use of intervening media used. However, it has been found that the reason why the leadership variable in this study has no effect. This is due to the lack of a special approach to employees who will be given coaching. In transformational leadership, employees

have public figures who feel they are compatible with them, so that many employees will imitate the way of working, orientation and even integration of the leader.

3.2.2. The Influence of Transactional Leadership on Work Culture

Based on the research results, transactional leadership variables have an influence on work culture, with a critical ratio value of 3.531 (above 1.96) and a P-value of 0.000 (below 0.05), this value has met the criteria for the hypothesis to be accepted. This research is in line with previous research by(Frinaldi, 2014),(Pryastuti, 2023)where the transformational leadership variable as an independent variable (X) has a significant influence on employee performance as a dependent (Y) without any intervening variables. Meanwhile, research from(Ivansyah & Hendro, 2019)transformational leadership variables have an influence on job satisfaction as an intervening variable. This study shows that transactional leadership has a major influence on work culture. In a company culture in appreciating a performance is given a reward and if it is not in accordance with expectations is given punishment. This triggers competition for each employee to be the best in a company. This leadership style can also assess or measure the way leaders assess the results and processes of each employee.

3.2.3. The Influence of Transformational Leadership on Employee Performance

Based on the research results, the transformational leadership variable has no influence on employee performance, with a critical ratio value of 1.286 (below 1.96) and a P-value of 0.228 (above 0.05), this value does not meet the criteria for the hypothesis to be accepted. This research is not in line with research conducted by(Sarmawa & Gede, 2019)transformational leadership has an influence on Employee Performance. This result is supported by research conducted by(Margareta & Desi, 2020)which states that transformational leadership has a significant influence on employee performance. As well as research conducted by(Anjarsari et al., 2021)And(Rahmawati & Trisninawati, 2024)have similar results, namely that the transformational leadership variable has an influence on employee performance.However, it has been found that the reason why the performance leadership variable in this study has no effect. This is because of the ego and interests of each individual who does not want to be guided directly by their superiors or leaders. This is because most employees feel that they are quite capable of completing their own work without being guided intensively by the employee's leader or superior.

3.2.4. The Influence of Transactional Leadership on Employee Performance

Based on the research results, the transactional leadership variable has no influence on employee performance, with a critical ratio value of 0.855 (below 1.96) and a P-value of 0.392 (above 0.05), this value does not meet the criteria for the hypothesis to be accepted. This research is not in line with research from(Cindy Wahyu Pradini, Sri Luayyi, 2023)transactional leadership has a significant influence on employee performance. This research is supported again by(Panudju et al., 2016)which states that transactional leadership has a significant influence on employee performance. However, it has been found that there is a reason why transactional leadership does not have a direct influence on employee performance. This is because many employees feel less appreciated for their achievements, therefore there is a principle of "working according to salary" for employees who are already disappointed with what they get and what the company gives.

3.2.5. The Influence of Work Culture on Employee Performance

Based on the research results, the service quality variable has an influence on motivation in using FinTech, with a critical ratio value of 2.880 (above 1.96) and a P-value of 0.004 (below 0.05), this value has met the criteria for the hypothesis to be accepted. This research is in line with research conducted by(Syanan & Magdalena, 2023).

Work Culture Variables have an influence on Employee Performance. Then another study conducted by(Martinus & Kirimanop, 2021)And(Baihaqi & Saifudin, 2021)shows that work culture has an influence on employee performance through the intervening variable of job satisfaction. Not only that, in Kirimanop's research (2021) Work Culture also affects employee performance through the intervening variable of Organizational Commitment. With the influence of work culture, employee performance is also motivated(Laely et al., 2024; Lidiawan & Laely, 2024). Like a toxic environment will make employees toxic and lazy, on the contrary if the work environment or work culture of the company is competitive then it will make employees improvise themselves to be competitive in the company.

4. Conclusions and Recommendations

The study shows that transformational leadership (X1) has no effect on work culture (Z), while transactional leadership (X2) has an effect on work culture (Z). In addition, transformational leadership (X1) also has no effect on employee performance (Y), as well as transactional leadership (X2) which has no effect on employee performance (Y). However, work culture (Z) is proven to have an effect on employee performance (Y). Practically, this study can be a guide for organizations in designing leadership strategies and developing a more effective work culture. For further researchers who are interested in studying similar topics, it is advisable to consider other factors that have not been discussed in this study in order to gain a broader perspective on leadership and work culture. For PT Indomarco Prismata Distribution Center (DC I Jakarta), the results of this study can be used as a reference in improving leadership strategies, work culture, and employee performance. An integrated approach between leadership and good work culture will support the company in achieving its vision and mission. This study contributes to the understanding of leadership styles and their effects on work culture and employee performance. The findings of this study provide insight into the role of transformational and transactional leadership in shaping the work environment and highlight the importance of work culture in improving performance

Declaration of Competing Interest

None Competing Interest.

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