

# Interaction of Work Culture and Transformational Leadership in Encouraging Employee Performance at APT3B Banten Province

Wahyu Wiguna<sup>1,2</sup>, Nancy Yusnita<sup>1</sup>, Widodo Sunaryo<sup>1</sup>

<sup>1</sup>Universitas Pakuan, Indonesia

<sup>2</sup>Universitas Bina Bangsa, Indonesia

Email: [w\\_wigunawahyu@yahoo.co.id](mailto:w_wigunawahyu@yahoo.co.id)

**Abstract.** *Human Resource Management (HRM) plays an important role in this study, as it focuses on managing high-performing employees in APT3B. A harmonious work culture and transformational leadership are closely related to MSDM practices, which support employee development and create a productive work environment. Through good MSDM, organizations can effectively manage cultural and leadership values, which leads to improved employee performance and engagement. This study aims to analyze how the interaction between work culture and transformational leadership can affect employee performance in APT3B Banten Province. A work culture that supports collaboration and open communication is believed to be able to create a harmonious work environment, while transformational leadership that cares about the well-being of employees can increase their motivation and commitment. This study uses a qualitative method with a case study approach. Data was obtained through in-depth interviews and observations of employees and managers in APT3B. Thematic analysis is used to identify the influence of work culture and transformational leadership on employee performance. The results of the study show that these two factors interact with each other and contribute to improving employee morale, commitment, and performance. A harmonious work culture, supported by leadership that cares about employee development, has been shown to increase productivity and overall organizational success.*

**Keywords:** *Work Culture, Transformational Leadership, Employee Performance*

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## INTRODUCTION

Human resource management (HR) plays a crucial role in determining the success of organizations, especially in the challenging era of globalization. Competent human resources, supported by effective management practices, are a competitive advantage that is urgently needed by organizations to be able to compete in the global market (Setyowati & Sofingi, 2022). At the global level, human resource management is focused on increasing productivity, efficiency, and innovation to meet the demands of an increasingly dynamic market. A constantly changing work environment requires strategies that can optimize employee performance through the application of inspirational leadership approaches and a positive work culture, to create maximum performance and support organizational goals (Yohannes et al., 2023).

Employee performance, which is the result of individual work in carrying out their duties and responsibilities, is the main indicator in assessing the success of the organization (Sitopu et al., 2021). Optimal performance includes not only productivity, but also quality of work, effectiveness, efficiency, and initiative. Various factors can affect performance, such as the work

culture applied in the organization and the leadership style used by the leader. Research shows that both play an important role in improving individual performance. Employees who work in a supportive environment and have motivating leadership tend to perform better (Muhammad, 2023).

This research is the Association of Entrepreneurs of Temporary Stockpiles and Depot Terminals (APT3B) of Banten Province. As a strategic entity in the temporary storage and stockpile tank terminal industry, APT3B employees have a critical role in ensuring the smooth operation, safety, and maintenance of facilities. However, the report shows that there are significant challenges related to human resource performance in APT3B. The data shows that the average loading/unloading time in 2022 reached 42.30 minutes with a deviation of 5.7% from the standard, while in 2023 it increased to 46.49 minutes with a deviation of 16.22%. The overall average deviation of 10.95% reflects deviations that affect operational efficiency.

Work culture plays an important role in influencing employee performance. According to (Yohannes et al., 2023), a positive organizational culture can increase employee job satisfaction, collaboration, and dedication. A supportive work environment provides space for employees to develop their potential, increase productivity, and create harmonious working relationships. Conversely, an unsupportive work culture can create barriers that hinder the achievement of organizational goals, demotivate, and harm team performance. Other research also shows that an open and inclusive culture, where employees feel valued and empowered, contributes to achieving better results within the organization (Setyowati & Sofingi, 2022; Suryana et al., 2023).

Transformational leadership also has a significant role in driving employee performance. This leadership prioritizes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration to motivate employees and create an inclusive and productive work atmosphere (Muhammad, 2023). Transformational leaders can build trust and loyalty, inspire employees to work harder and drive innovation and efficiency. Research by Anwar & Abrar (2023) confirms that work motivation, which is often influenced by leadership style, has a significant impact on employee productivity.

The phenomenon that occurs in APT3B shows that there are serious challenges related to employee performance. Many employees experience difficulties in terms of efficiency, effectiveness, and the quality and quantity of their work. Some of them face obstacles in managing time and costs effectively, which has an impact on the completion of tasks on time and inconsistent quality of work results. In addition, many employees also find it difficult to meet the set time standards and have not been able to implement innovative solutions in their work. This condition reflects the need for a change in managerial approaches and more effective human resource management strategies, to encourage improvements in their performance.

Although many studies have addressed the influence of work culture and leadership on employee performance, there are research gaps that need to be noted. The research of Muhammad (2023) and Yohannes et al. (2023) focuses more on the individual impact of work culture or leadership on performance, but there has not been much to discuss the interaction between the two factors comprehensively. In addition, previous research tends to be conducted on different industry sectors, so the unique context of APT3B as an organization engaged in temporary storage and stockpile tank terminals has not been widely studied.

This research aims to fill this gap by exploring the interaction between work culture and transformational leadership in encouraging employee performance in APT3B Banten Province. By understanding how these two factors interact with each other, it is hoped that relevant strategic recommendations can be generated to improve employee efficiency and productivity. The findings of this study are also expected to make theoretical and practical contributions to the development of human resource management, especially in the context of organizations that face similar challenges.

## **METHODS**

### **Type of Research**

This study aims to uncover the interaction between work culture and transformational leadership in encouraging employee performance in APT3B Banten Province. Using a qualitative approach with case studies, this research focuses on the dynamics that occur in organizations. A work culture that supports collaboration, open communication, and innovation has an important role in creating a productive work environment (Muhammad, 2023; Yohannes et al., 2023). Transformational leadership, which is characterized by providing inspiration, motivation, and individual capacity building, also shapes employee performance by strengthening commitment and goals together with Setyowati & Sofingi (2022). This study investigates how the two factors interact in the context of APT3B, with a focus on the processes and interactions that shape employee performance.

### **Location and Subject of Research**

This research was carried out at APT3B Banten Province, with the subject of the research being employees who work in the organization. The selection of this location is based on the unique characteristics of the organization which has a leadership structure and culture that is relevant to the research objectives (Sitopu et al., 2021). The research subjects were selected using purposive sampling, selecting employees with diverse roles to get a more comprehensive picture of organizational dynamics and factors affecting employee performance (Anwar & Abrar, 2023).

### **Data Collection**

The data in this study was collected through in-depth interviews with several employees and leaders at APT3B Banten Province. This interview aims to explore their views on organizational culture, applied leadership, and how both affect employee performance (Yohannes et al., 2023). In addition, participatory observation is carried out to obtain information related to interactions and relationships between employees as well as observations of the existing organizational culture (Setyowati & Sofingi, 2022). This observation also aims to directly assess how organizational culture and leadership style play a role in improving performance (Muhammad, 2023). This technique provides a clearer and more in-depth picture of the factors that affect employee performance.

### **Data Analysis**

For the analysis of data obtained through interviews and observations, researchers can use thematic analysis techniques. This process begins with the transcription of interviews, followed by data coding to identify emerging themes, and then analyzes those themes to draw conclusions related to the interaction of organizational culture and transformational leadership in influencing employee performance. Thematic analysis allows researchers to uncover significant patterns in qualitative data and understand the meanings behind them (Braun & Clarke, 2006; Sumarno, 2020). This technique is very effective in research that requires an in-depth analysis of the themes in the collected data (Sumarno, 2020).

According to Suryana et al. (2023), thematic analysis allows researchers to explore significant patterns in qualitative data and interpret the meaning behind them. This technique is also effective in identifying relationships between organizational elements such as culture, leadership, and performance (Yohannes et al., 2023). The results of this analysis will provide in-depth insights into the dynamics that affect employee performance in APT3B, as well as how work culture and transformational leadership interact with each other to drive productivity and efficiency in the organization.

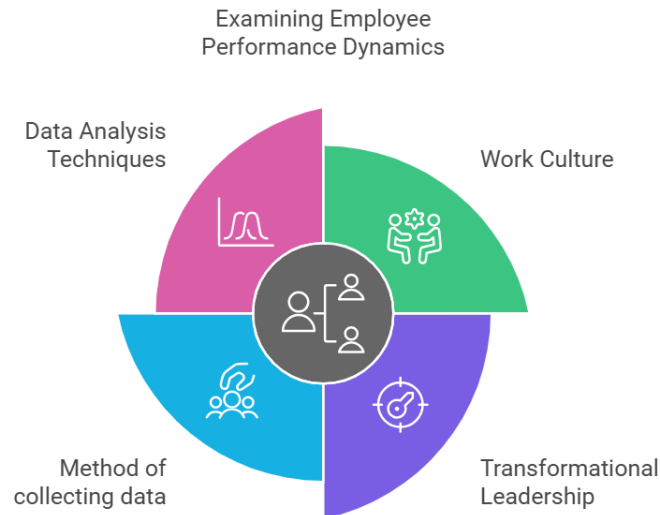


Figure 1. Examining Employee Performance Dynamics

## RESULTS AND DISCUSSION

This research was conducted at APT3B Banten Province to explore a deeper understanding of organizational culture and transformational leadership about employee performance. Based on data collected through in-depth interviews and participatory observations, several important findings were found related to both factors.

### Organizational Culture that Supports Employee Performance

This study found that a supportive organizational culture, such as open communication, mutual respect, and cooperation, has a positive effect on employee performance. Employees feel more comfortable and motivated in an inclusive environment. Transformational leadership that gives individual attention and inspires employees also improves their morale and quality of performance. In addition, an organizational culture that encourages collaboration between employees strengthens work effectiveness.

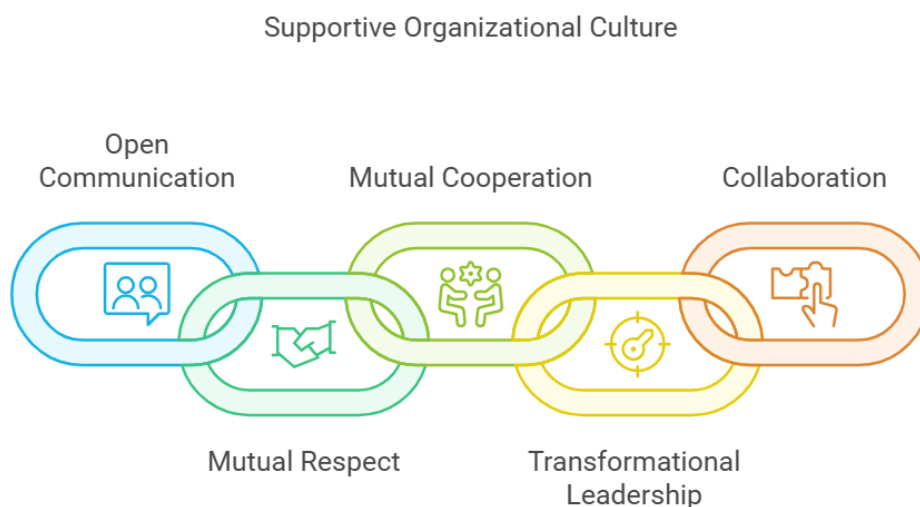


Figure 2. Supportive Organizational Culture

## Motivating Transformational Leadership

Another finding is the important role of transformational leadership in shaping morale and improving the quality of performance. Leadership that can provide individual attention, inspire, and encourage personal development greatly affects the morale of employees in carrying out their duties. Leaders who show an interest in employee well-being and provide support for personal development can encourage employees to be more committed and put in the effort to do their jobs. Leaders who can communicate goals and recognize each individual's contribution can create a positive and motivating work atmosphere, which in turn contributes to the overall success of the team. This is in line with leadership theories that emphasize the importance of good communication and rewards to create a work atmosphere that supports high performance.

Table 1. The Role of Transformational Leadership in Motivating Employees

No.	Aspect	Indicator	Findings/Insights	Impact
1	Individual Attention	Frequency of one-on-one meetings Level of personalized guidance	Leaders who engage regularly in one-on-one meetings and provide specific guidance to employees show higher employee satisfaction and engagement.	Increases employee morale and commitment.
2	Personal Development Support	Availability of development programs The level of feedback provided	Leaders who actively encourage and support personal development through training or mentorship enhance employees' professional growth.	Improves skill set and job performance.
3	Inspirational Leadership	Clarity of vision Motivation during team meetings	Leaders who communicate goals and inspire teams to align their efforts toward a shared vision foster a strong sense of purpose and belonging.	Boosts team motivation and cohesion.
4	Recognition of Contributions	Frequency of acknowledgment Types of rewards	Leaders who recognize individual contributions, both verbally and through tangible rewards, increase employees' job satisfaction.	Encourages continued effort and dedication.
5	Communication Effectiveness	Clarity of instructions Responsiveness to feedback	Effective communication fosters trust and helps align individual efforts with organizational goals, reducing misunderstandings and inefficiencies.	Enhances team collaboration and goal attainment.
6	Positive Work Atmosphere	Employee perception of the work environment	Leaders who prioritize employee well-being create a supportive and motivating environment that reduces burnout and increases job satisfaction.	Enhances productivity and reduces turnover.

## High Responsibility and Work Motivation

In these findings, employees feel more motivated to work with a high sense of responsibility because of leadership that pays attention to their well-being. Leaders who inspire and show interest in employee development help increase their sense of responsibility for the job. Employees become more engaged and focused on their tasks, which in turn impacts the quality and productivity of their work. Additionally, leaders who pay attention to individual well-being can increase employee engagement and strengthen their commitment to tasks. Transformational leadership that supports employee self-development contributes to increased productivity and work quality. Leadership that fosters a sense of responsibility increases employees' awareness of their important role in achieving organizational goals.

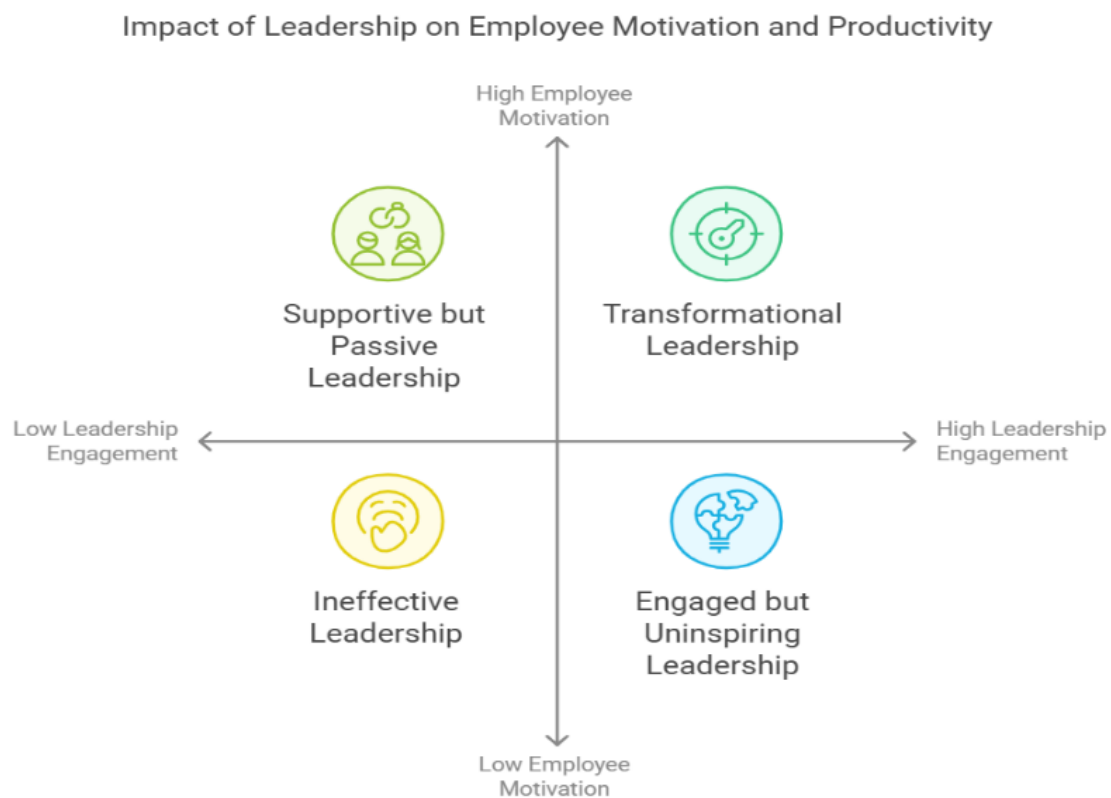


Figure 3. Impact of Leadership on Employee Motivation and Productivity

## Strong Teamwork in Organizational Culture

An organizational culture that encourages collaboration and teamwork strongly supports the creation of work effectiveness. At APT3B, the culture of close teamwork and mutual assistance between employees is very evident in the daily dynamics. Employees feel that they support each other in solving tasks and problems. Values that prioritize teamwork and recognition of each individual's contribution create a harmonious and productive work atmosphere. An organizational culture that encourages collaboration and inclusivity can strengthen performance. Additionally, collaboration between team members contributes to increased organizational effectiveness. A positive teamwork culture can increase employee engagement and commitment. Recognition of individual contributions in the team strengthens relationships between employees and increases overall productivity.



Table 2. The Role of Strong Teamwork in Organizational Culture

No.	Aspect	Indicator	Findings/Insights	Impact
1	Team Collaboration	Frequency of collaborative activities Employee feedback on teamwork	Daily collaboration and mutual assistance are evident, contributing to problem-solving and effective task completion.	Enhances organizational effectiveness and cohesion.
2	Inclusivity in Teamwork	Level of inclusion in decision-making Diversity of team composition	Teams that embrace inclusivity and diverse perspectives foster creativity and better decision-making processes.	Strengthens performance and innovation.
3	Recognition of Contributions	Frequency of acknowledgment Forms of recognition	Employees feel valued when individual contributions are acknowledged, which strengthens relationships and motivation.	Improves engagement and strengthens team dynamics.
4	Positive Work Environment	Employee perception of work atmosphere Conflict resolution practices	A harmonious and productive work atmosphere arises from prioritizing teamwork and mutual support.	Increases productivity and employee satisfaction.
5	Employee Engagement	Participation in team initiatives Commitment levels	Teams that work collaboratively show higher levels of engagement and commitment to organizational goals.	Enhances loyalty and reduces turnover.
6	Organizational Effectiveness	Achievement of team goals Process efficiency	Collaboration and teamwork directly contribute to the achievement of organizational goals and improve efficiency in processes.	Drives overall productivity and success.

### The Relationship Between Organizational Culture and Leadership

Other findings show that a positive organizational culture is closely related to transformational leadership in shaping employee performance. A culture that encourages open communication, teamwork, and mutual respect is more effective when supported by leaders who care about the well-being and personal development of employees. Transformational leadership that inspires employees to reach their full potential can strengthen the existing organizational culture, creating a more productive and innovative work environment. Positive culture and transformational leadership reinforce each other in improving employee performance.

This research shows that supportive organizational culture and effective transformational leadership are closely intertwined in creating a productive and innovative work environment. A culture that is open, collaborative, and respectful of each individual, when supported by leaders who can inspire and give attention to individuals, will create an atmosphere that improves employee performance. A positive organizational culture and transformational leadership are essential in creating an environment conducive to improved performance within

the organization. Thus, APT3B can be an example of how the combination of supportive organizational culture and transformational leadership can drive better and more sustainable performance. These two factors work together to create optimal conditions for employee development and the achievement of organizational goals more effectively.



Figure 4. Organizational Culture and Leadership

The discussion of the results of this research refers to the concepts that have been put forward in the literature, especially related to organizational culture and transformational leadership. Based on the findings obtained, two main factors affect employee performance in APT3B, organizational culture and transformational leadership. The findings of this study support the theory of Tierney & Schein (1986), which posited that organizational culture affects the performance of individuals and organizations significantly. At APT3B, a culture that prioritizes the values of kinship, cooperation, and mutual support has been proven to improve the quality of employee performance. A harmonious and supportive environment creates a sense of security for employees, which encourages them to work better and be fully committed to achieving organizational goals. This is in line with the findings of Yohannes et al. (2023), which show that a supportive organizational culture can create favorable conditions for performance improvement. Employees feel more engaged in their work, and this has an impact on higher productivity and work quality. Thus, the success of the organization is greatly influenced by the culture that is built and executed consistently.

In addition, the transformational leadership aspects found in this study show how leaders can inspire and motivate employees to perform better. Transformational leadership, which provides individual attention, supports career development and has a positive influence on employee morale, has been proven to have a significant impact on performance. Muhammad (2023) also revealed that leaders who can inspire and pay attention to the needs of employees



can improve their motivation and quality of work. Leaders at APT3B, who prioritize a relationship-building approach with employees, encourage them to grow and innovate at work.

Leadership that pays attention to the well-being of employees, both in personal and professional aspects, has a major impact on their attachment to the organization. Leaders who support individual development and recognize employees' contributions encourage them to be more committed and passionate about achieving organizational goals. Recent research shows that when leaders actively support employee well-being, more positive outcomes, including improved performance and motivation, can be achieved (Graham, 2024; Burns, 2023; Ruderman, 2024). Thus, transformational leadership that supports well-being is an important factor in building better organizational performance.

An organizational culture that supports collaboration and open communication creates a conducive work environment for teamwork. In APT3B, employees feel more involved in decision-making and have a sense of responsibility towards a common goal. The success of an organization depends not only on individual contributions but also on close collaboration between team members. These results are in line with recent research that states that organizational culture that supports cooperation and inclusivity plays an important role in improving performance and achieving organizational goals (Darwish et al., 2023; McLarty et al., 2022; Yusof & Ismail, 2024).

While a supportive organizational culture and transformational leadership have a positive impact on employee performance, the main challenge faced is consistency in the implementation of these values. If there is no alignment between leadership expectations and employee behavior, then the achievement of optimal performance will be hampered. Therefore, continuous efforts are needed from leaders and management to strengthen a supportive culture and ensure the consistent implementation of transformational leadership in the daily life of the organization. Recent research shows that an inclusive organizational culture, along with inspiring leadership, can significantly improve employee performance and productivity (Setyowati & Sofingi, 2022; Yusof & Ismail, 2024). Leaders at APT3B must continue to be committed to motivating and inspiring employees, to create a harmonious and competitive work environment.

## CONCLUSION

This study shows that an organizational culture that prioritizes family values, cooperation, and mutual support has a major impact on employee performance in APT3B. The culture creates a harmonious and safe environment, which makes employees feel valued and supported. This encourages them to work better and be more committed to achieving organizational goals. With this positive culture, employees become more engaged in their work. This involvement contributes to increased productivity as well as work quality. Employees feel more motivated to excel when they are in a supportive and respectful environment. The success of an organization depends heavily on consistency in maintaining a supportive culture. Organizations that can maintain this culture will create a work atmosphere that is conducive to collaboration and the achievement of common goals. Therefore, organizations need to continue to strengthen their existing culture to achieve success and improve overall performance.

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