

The Influence of Transformational Leadership Style and Organizational Culture on Employee Performance at Dwi Warna Vocational School Sukabumi

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ABSTRACT

This research is to determine and analyze the influence of transformational leadership style and organizational culture on employee performance, both partially and simultaneously. This research was carried out at Dwi Warna Sukabumi Vocational School with a total of 38 respondents, consisting of 31 teachers, 2 administrative staff (TU), 3 toolmen and 2 security staff. This type of research is a type of quantitative research. In this research, data was obtained from research instruments using a questionnaire and then analyzed using several tests including validity test, reliability test, classical assumption test, multiple regression analysis, coefficient of determination, and hypothesis testing via t test and f test. Based on the hypothesis test, it is known that there is a positive and significant influence between the variable Transformational Leadership Style (X1) on Employee Performance (Y) with a t-count > t-table value of $6.174 > 1.690$ and a significance value of $0.000 < 0.05$. Meanwhile, the Organizational Culture variable (X2) on Employee Performance (Y) has a t-count > t-table value of $5.146 > 1.690$ and a significance value of $0.000 < 0.05$. Simultaneously, it is known that the variables Transformational Leadership Style (X1) and Organizational Culture (X2) simultaneously have a positive and significant effect on Employee Performance (Y) with an f-count > f-table value of $83.542 > 1.690$ and an Adjusted R Square value of $0.817 > 0.5$ (categorized as well influenced), then the contribution of the Independent Variable to the Dependent Variable simultaneously is 81.7% and the remainder is influenced by other factors not examined in this research

INTRODUCTION

The progress or decline of an organization depends on the performance of leaders at each level, because leadership involves many aspects, including the characteristics and skills of different individuals. So a good leader is someone who is able to organize various tasks and is able to communicate effectively and create a positive team work environment. A great pioneer must have astuteness (identity), mental (information), insights (otherworldly), aptitude or talent/expertise, the capacity to impact others, the readiness to memorize, tune in, and be arranged to be criticized. In the event that a pioneer has the essence/nature of authority, he or she will be shrewd in managing with any debate he or she will meet.

School organizations require a principal who has a proven track record and is able to organize and carry out school management well. The urgency of this research is that the role of school principals as managers requires appropriate transformational leadership. From a job perspective, school leaders clearly have bigger and more complex challenges than other educational staff at the school level. Therefore, whether an educational institution is good or bad really depends on the extent to which the principal at the educational unit and level is able to mobilize all existing educational elements using the managerial capital he has. The more he is able to mobilize his employees, the greater his chances of becoming a professional leader in school management.

According to Nugroho (2022), transformational leadership is a leadership component that is able to influence employee performance positively. Meanwhile, according to Rahaju, Sazly, and Ardiani (2019), transformational leadership was created to overcome the challenges of an era full of change. The desire to be creative is not only due to a sense of self-worth, but also because pioneers become aware that they can give it their all.

Organizational culture in a school also influences the implementation of school life, such as the decisions that will be taken by the school and also how the members of the organization behave. A strong organizational culture will help educational institutions provide certainty to all employees to develop together to create good performance and be oriented towards achieving educational success at an institution.

For an organization, performance is a measure of success. The word performance is used when an employee is successful or all his work produces excellent results. According to Harras, Sugiarti and Wahyudi (2020:13), performance is the result of good work through the work process. Meanwhile, according to Pusparani (2021), performance is the result of actions taken by employees or real behavior shown in their work in an organization.

According to Lestari (2023), the basic concept of employee performance is a framework for understanding and assessing individual achievements in an organizational context. This involves assessing employees' contributions and achievements in achieving organizational goals as well as their ability to carry out assigned duties and responsibilities. Employee performance can be measured using various methods, including performance evaluation, assessment by

superiors, feedback from colleagues, and measurement of achievement of predetermined targets or indicators.

Based on the results of observations by researchers at SMK Dwi Warna Sukabumi which is located at Jln. Raya Pelabuhanratu Km. 32 Kp. Sindangari Sukaharja Village, District. Warungkiara District. Sukabumi, Each staff must be able to do their employments instantly and absolutely, counting both educating and regulatory obligations. The level of teach and commitment to completing assignments remains moo; a few variables contribute to this, counting the huge number of exercises exterior of school, which separates the teacher's concentration; in expansion, the huge number of understudies may be a contributing figure. And it is also very unfortunate for employees who leave school early, where there are empty hours or teachers are not present, administrative staff or academic staff who do not come to work for various reasons, is one of the obstacles to the process of activities at school which results in the school being ineffective, both in terms of learning or administrative activities.

In reality (phenomenon) seen by researchers, the organizational culture at Dwi Warna Sukabumi Vocational School is still not running as it should, in this case it is indicated by the fact that there are still teachers who are late in providing the Learning Program Design (RPP), then teachers have not fully implemented the Learning Program Design (RPP), there are still many employees who do not carry out pickets according to the predetermined schedule, there are still many employees (teachers/staff) who do not want to take part in training and learning in the field of technology, especially in the use of computers and online learning media.

The following is a recapitulation of the results of the performance of the teaching staff and education staff at Dwi Warna Sukabumi Vocational School in the 2021/2022 academic year and the 2022/2023 academic year.

Table 1. Recapitulation of Performance Assessment Results and Education Personnel NO PERFORMANCE ASSESSMENT ASPECTS Performance Educators and Education Personnel Academic Year 2021/2022 SMK Dwi Warna Sukabumi

NO	PERFORMANCE ASSESSMENT ASPECTS EDUCATIONAL AND EDUCATIONAL PERSONNEL DWI COLOR VOCATIONAL SCHOOL SUKABUMI	PERFORMANCE ACHIEVEMENT TARGET	REALIZATION OF PERFORMANCE ACHIEVEMENTS
1	Preparation of learning devices; RPP, Syllabus, Prota (annual program), Prosem (Semester Program)	100%	80%
2	Discipline on time at work	100%	85%
3	Make Learning Achievement Reports	100%	80%
4	Input Grades for Study Field Teacher Report Cards	100%	95%
5	Optimal learning outcomes are in accordance with the learning tools	100%	85%

Source: Documentation of Dwi Warna Sukabumi Vocational School

Table 2. Recapitulation of Performance Assessment Results Educators and Education Personnel Academic Year 2022/2023 SMK Dwi Warna Sukabumi

NO	PERFORMANCE ASSESSMENT ASPECTS EDUCATIONAL AND EDUCATIONAL PERSONNEL DWI COLOR VOCATIONAL SCHOOL SUKABUMI	PERFORMANCE ACHIEVEMENT TARGET	REALIZATION OF PERFORMANCE ACHIEVEMENTS
1	Preparation of learning devices; RPP, Syllabus, Prota (annual program), Prosem (Semester Program)	100%	75%
2	Discipline on time at work	100%	70%
3	Make Learning Achievement Reports	100%	75%
4	Input Grades for Study Field Teacher Report Cards	100%	80%
5	Optimal learning outcomes are in accordance with the learning tools	100%	70%

Source: Documentation of Dwi Warna Sukabumi Vocational School

Based on Table 1 and table 2, the researcher obtained data from the summary evaluation of the performance assessment of teaching and education staff at SMK Dwi Warna Sukabumi in the 2021/2022 academic year and the 2022/2023 academic year. The table above shows the decline in the performance assessment of teaching and education staff in the 2022/2023 academic year. This is different from the previous academic year, 2021/2022, which had a very good assessment at every point.

In the 2022/2023 academic year, in point one, in preparing learning tools, such as RPP, syllabus, annual program and semester program, the actual performance achieved was only 75% of the set target. Next to the second point, the level of discipline in the 2022/2023 academic year saw a decrease of 15% from the previous year. At the third point in the 2022/2023 academic year in making learning there was a 5% decrease on the previous year from 80% to 75%, and the fourth and fifth points there was a decrease of 15% respectively from 95% and 85% to 80% and 70 %.

Apart from that, based on the results of the researcher's observations, one of the factors causing the decline in employee performance at SMK Dwi Warna Sukabumi is that the Transformational Leadership of the Principal is still less than 80%. This can be seen from the school principal in terms of setting an example, encouraging subordinate performance, harmonizing the work environment and empowering subordinates who are still less than what his subordinates expected.

Employee performance influences an organization's success; so, any agency will strive to improve its employees' performance in meeting the organizational goals that have been established. A growing and well-maintained organizational culture can drive the organization forward. On the other hand, a leader's capacity to mobilize and empower employees has an impact on performance. Based on the description above, researchers want to investigate this issue empirically in a scientific study named "The Influence of Transformational Leadership Style and Organizational Culture on Employee Performance at Dwi Warna Sukabumi Vocational School".

Problem Formulation

1. What is the Transformational Leadership Style, Organizational Culture, and Employee Performance at SMK Dwi Warna Sukabumi.
2. What is the influence of the Transformational Leadership Style on Employee Performance at SMK Dwi Warna Sukabumi.
3. How does organizational culture influence employee performance at SMK Dwi Warna Sukabumi.
4. What is the influence of Transformational Leadership Style and Organizational Culture simultaneously (as a whole) on Performance at SMK Dwi Warna Sukabumi.

Research Aims and Objectives

1. To find out the transformational leadership style, organizational culture and employee performance at SMK Dwi Warna Sukabumi.
2. To determine the influence of transformational leadership style on employee performance at SMK Dwi Warna Sukabumi.
3. To determine the influence of organizational culture on employee performance at SMK Dwi Warna Sukabumi.
4. To determine the simultaneous influence of transformational leadership style and organizational culture on employee performance at SMK Dwi Warna Sukabumi.

Framework of Thought

The thinking framework, according to Sugiyono (2019), is a synthesis that reflects the relationships between the variables studied, helps solve research problems, and formulates research hypotheses in flow diagrams with qualitative explanations. Meanwhile, according to Uma Sakaran, in the book *Quantitative, Qualitative and R&D Research Methods* (sugiyono, 2019:95) says that "a framework of thinking is a conceptual model of the relationship between a concept and several elements selected as important factors".

According to Bass in Suriagiri (2020: 51), transformational leadership is a leader who inspires and motivates his colleagues to put aside personal interests in order to achieve the organization's vision.

According to Bass and Jung et al in Suriagiri (2020: 55) transformational leadership style has four dimensions, namely as follows:

- 1) Idealized influence (ideal influence)
- 2) Inspirational motivation (motivation that inspires)
- 3) Intellectual stimulation (intellectual stimulation)
- 4) Individualized consideration (individual consideration)

According to Setiawan et al., (2022: 39-40) organizational culture is an identity or characteristic that an organization has that originates from the habits, traditions and activities carried out by the organization while carrying out its activities. Organizational culture can be inherited and become an example or habit that can be applied in the daily life of the organization.

According to Setiawan et al., (2022:40) organizational culture has two dimensions, namely as follows:

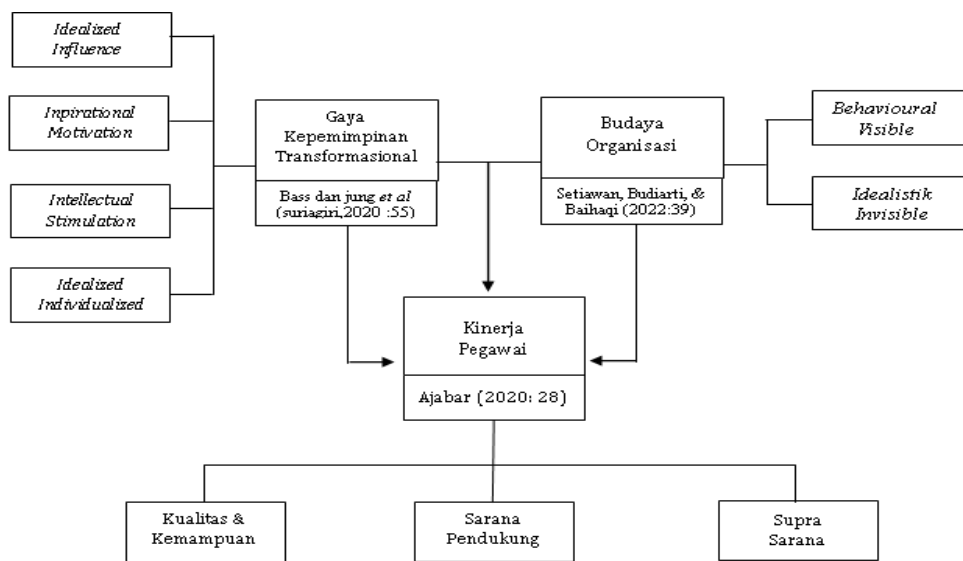
- 1) Behavior visible (visible behavior)
- 2) Invisible idealistic (idealistic that is not visible)

According to Ajabar (2020: 28) Performance is the result or achievement of the work of a person or group of people to achieve organizational goals. According to Bernardin and Russel (Ajabar, 2020 :28) performance is also defined as a record of the work results of a particular activity over a certain period of time.

According to Ajabar (2020 :28-29) performance has three dimensions, including;

- 1) Quality and ability.
- 2) Supporting facilities.
- 3) Supra means.

The framework for thinking in this research is as follows:



Sumber : Data diolah Peneliti 2024

Figure 1. Thought Framework Chart (Conceptual Research)

To show the relationship between variables, you can see the research paradigm below.

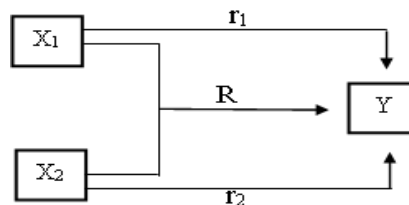


Figure 2. Paradigm Paradigm Relationship between Multiple Variables and Two Independent Variables

Information;

X1: Transformational Leadership Style

X2: Organizational Culture

Y: Employee Performance

From the worldview over able to discover out the relationship between different factors with two autonomous factors X1 and Y). In the mean time r1 appears the relationship between X1 and Y, r2 appears the relationship between X2 and Y, whereas R appears the concurrent relationship between X1 and X2 and Y.

Research Hypothesis

According to Sugiyono (2019), a hypothesis may be a brief response to a question concerning the definition of an issue, in which case the definition of the subject under investigation is presented in the context of an address. Since the response is essentially based on relevant speculation rather than experimental truths discovered through data collecting, it is considered to be a quick response. Stated differently, the theory can also be viewed as a theoretical response to the subject being investigated, rather than only an observable response.

The following is the research hypothesis, which is based on the above description:

1. There is an influence of the Transformational Leadership Style on Employee Performance at SMK Dwi Warna Sukabumi.
2. There is an influence of Organizational Culture on Employee Performance at Dwi Warna Sukabumi Vocational School.
3. The influence of Transformational Leadership Style and Organizational Culture on Employee Performance at SMK Dwi Warna Sukabumi.

LITERATURE REVIEW

Transformational Leadership Style (X1)

According to Setiawan, Budiarty and Baihaq (2022:94), etymologically leadership comes from the word leader. Which means directing, organizing, showing or showing and influencing subordinates. Meanwhile, In the mean time, agreeing to Ada, Putra and Amerta, (2023:32) authority is the method of affecting other individuals to get it and concur on what to do, how, when and where to do it, which incorporates encouraging, rousing, spurring and coordinating activity (both individually or gather) to realize organizational objectives.

Burns established transformational authority at the outset in 1978. The word "transform" comes from the verb "to convert," which implies to change or transform anything into a different form. For instance, turning a vision into reality, a warm state into vigor, or an inactive state into one where there has been a recent change in shape or activity.

According to Robbins (Hairudinor, et.all, 2020), transformational leaders pay attention to what each of their followers needs and needs to develop. They are able to change followers' awareness of an issue by helping them see the problem in a different way. Transformational leaders can also motivate, encourage, and encourage followers to put in more effort to achieve group goals.

Transformational authority determines from the verb "to convert," which indicates changing something into a diverse shape, agreeing to Sudarwan Danim (Suriagiri, 2020: 66). For occasion, bringing a vision to life, bringing a potential to reality, and bringing it to pass.

According to Burhanudin & Kurniawan (2020), Leaders who adopt a transformational leadership style try to persuade their subordinates to pursue the

company or organizational goals rather than their personal goals. At the same time, leaders who practice transformational leadership encourage and motivate followers to put aside their own interests in favor of the intended organizational vision (Bass, Suriagiri, 2020: 51).

From the description above, it can be concluded that a transformational leadership style is a leader who has the ability to encourage, motivate or inspire his followers to put aside their own interests and optimize all the potential that exists in an organization.

Organizational Culture (X2)

According to Enny W (2019: 44), The term "culture" comes from anthropology, which defines culture as the philosophy, ideology, values, assumptions, beliefs, hopes, attitudes and norms that a society shares and follows. The term "organization" comes from the Greek word "organon," which means tool or instrument. In other words, an organization is made up of people. The general definition of an organization is a collection of people who work together to achieve a common goal.

According to Setiawan, Budiarti, and Baihaqi (2022: 39-40), organizational culture is an identity or characteristic that an organization has that originates from the habits, traditions and activities carried out by the organization while carrying out its activities. Organizational culture can be inherited and become an example or habit that can be applied in the daily life of the organization.

According to Oktavia & Fernos (2023), The system of assumptions, values and practices established within an organization serves as a behavioral manual for its members and helps them overcome problems related to internal and external integration and adaptation. This is called organizational culture. As a result, organizational culture can instill in employees the standards and values that are reflected in the company's guidelines.

Organizational culture is the basic pattern of assumptions used to create, discover, or develop groups by learning to adapt and integrate them into the organization. This pattern serves as a reference for new employees to improve the way they perceive, think and feel about all issues in a comprehensive and in-depth manner. (D. M. Sari et al., 2022). Meanwhile, according to Zainuddin & Nasikhah (2021) an organization will not develop into a developed organization without a strong culture within the organization. When the culture is strong, it will influence the strategies implemented to achieve the expected goals. In other words, organizational culture will improve employee performance at work.

Employee Performance (Y)

Performance is very important for an agency, especially since employee performance leads to the achievement of the company's goals. Employee performance directly affects the performance of the agency as a whole. Employee performance has a huge impact on how a company's business and non-business activities are conducted. When employees perform better, the company or business as a whole prospers. The success of an agency depends heavily on the performance of the staff who directly or indirectly support the company. Performance is a measure of how well an individual performs the tasks or activities assigned to him by the organization.

The term "performance" is often used when employees achieve organizational goals and achieve the best possible results from all their work. According to Ajabar (2020: 28), performance is the result or achievement of an individual or group's work to achieve organizational goals. According to Bernardin and Russell, the recording of work results of a particular activity over a period of time is another definition of performance (Ajabar, 2020: 28).

According to Harras, Sagiarti, and Wahyudi (2020), achievement is a proud result or outcome based on great effort (hard work). Ada, Putra, and Amerta (2023: 17) argue that performance is now a very important real work outcome where an individual is expected by the organization to perform the tasks assigned to him/her according to the standards and goals set by the organization, which contribute to the organization's survival and ultimately the continued existence of the organization.

Performance as defined by Heryania, Budiastuti b and Pras (2021) cited from Mangkunegara is the quality and quantity of work an employee performs according to the assigned duties and responsibilities. It can also refer to the person's actual performance in the job.

According to Kasmir (Ada, Putra & Amerta, 2023: 16), performance is the result of work and work behavior achieved by completing assigned tasks and duties within a certain period of time.

From the above definition of performance, it is clear that an employee's performance is determined by the results of work or professional achievement in achieving organizational goals.

Theory of the Relationship between Leadership Style (X1) and Employee Performance (Y)

For an agency or company to perform at the best possible level and achieve the set organizational goals, managers need to improve the performance of their team members by fostering a culture that changes their attitudes and behaviors and motivates them to perform their jobs. When done correctly, it will improve performance and output.

According to Pratama et al., (2020), an effective leadership style for encouraging subordinates to excel and improve their work performance beyond agency/company expectations is a transformational leadership style. Because of the fact that transformational leaders are typically vivacious, passionate, and enthusiastic. In addition to paying close attention to the process, transformational leaders concentrate on ensuring that every group member achieves success. This assertion aligns with the findings of Dadi et al. (2023), who defined a transformational leader as someone who can effectively manage a group by conveying a clear vision of the goals, is passionate about their work, and can engender a sense of excitement and energy in the group members.

The results of previous research analysis show that transformational leadership has a significant impact on employee performance. Employee performance is positively correlated with transformational leadership style, and improved employee performance also leads to enhanced transformational leadership.

Theory of the Relationship of Organizational Culture (X2) to Employee Performance (Y)

According to Hasan (2023), basically, the function of organizational culture aims to build trust in human resources or instill certain values that underlie or influence attitudes and behavior, as well as a commitment to familiarize oneself with the way of working in each work environment. Values such as knowing the quality of work, meeting standards, or meeting organizational expectations.

A good organizational culture can have a positive impact on achieving performance targets, better service to the community, and overall organizational achievements because it creates a harmonious work environment, full of enthusiasm and effective cooperation between all members of the organization. According to Wanjiku & Aguisoma (2019), Findings from a study on non-governmental organizations in Kenya show that organizational culture plays a key role in determining organizational performance as it shapes the work environment, performance goals, organizational philosophy, and ways of working.

This assertion is in line with the view put forward by (Nirmalasari & Ferdian, 2019) that employee performance and organizational culture are strongly and positively linked. This means that organizations with stronger organizational cultures will have better employee performance.

Conversely, a poor corporate culture will have a negative impact on employee performance.

METHODOLOGY

Research Design

This study uses quantitative method to test the hypotheses. Correlation method is used in this quantitative study. One of the methods to find the relationship between three variables is correlation method. This research model explains the relationship between three variables: employee performance (Y), organizational culture (X2), and transformational leadership style (X1).

Research Procedures

In preparing the research, the researcher carried out several stages, namely as follows:

1. Preliminary Research (Observation)
2. Identify and formulate the problem
3. Determine Variables (X1, X2 and Y)
4. Formulate a hypothesis
5. Determine research methods and research instruments
6. Determine the data source
7. Collect Data
8. Analyze Data
9. Draw Conclusions (Research Synthesis)
10. Create a Research Report.

Units of Analysis

The unit of analysis is a particular unit that is considered as an object of study. The unit of analysis is a sampling procedure that includes sampling and research units. The unit of analysis in this research is an individual, namely employees of SMK Dwi Warna Sukabumi.

According to Sugiyono (2019: 126), a population is the sum of elements used as a generalization domain. This statement is taken from Donald R. Coper. Schindler, Pamela S. The entire object of measurement or unit of analysis is the population element. In other words, a population is a general domain consisting of elements or objects with a certain number and attributes that are selected by the researcher for study and from which conclusions are drawn. The subject of this research is Dwi Warna Sukabumi Vocational School. The population in this study were all 38 employees of SMK Dwi Warna Sukabumi.

Sampling Techniques

Sugiyono (2019) argues that a sample reflects the size and composition of a population: A researcher can use a sample from a population if the population is large and resources (money, time, energy) are unlimited.

According to Sugiyono (2019: 128) the sampling technique, also known as the sampling technique, is a sampling technique in a population to determine the sample that will be used in research. According to Agustianti et al., (2022) sampling technique refers to the method of determining and collecting samples. Sampling techniques are basically divided into two types, namely probability sampling and nonprobability sampling

Based on the above ideas, the sampling approach is described as a way of collecting relevant samples that can be used as research material for previous studies, ongoing studies, and future studies. Since the population of 38 people was less than 100, the authors used census/sampling method as the sampling method for this study. This technique is called non-probability sampling.

Data Collection Techniques

The technique used to collect data in this research is to use several techniques, namely as follows:

1. Questionnaire (Questionnaire)
2. Observation
3. Unstructured Interviews
4. Documentation Study

Statistical Hypothesis

A statistical hypothesis is a temporary assumption about a population in quantitative research whose validity cannot yet be proven. Therefore, this hypothesis must also be tested to ensure its truth or strengthen its argument. In testing the statistical hypothesis of this research, we used the T test (partial significance test t-test) and the F test (partial significance test f-test).

The hypotheses proposed are:

H1: There is an influence of Transformational Leadership Style on Employee Performance

H2: There is an influence of organizational culture on employee performance

H3: There is an influence of Transformational Leadership Style and Organizational Culture together (simultaneously) on Employee Performance

Data analysis methods

Analysis. More precisely, information gathered through quantitative descriptive approaches is applied to accurately depict real-world situations and provide answers to research-related issues.

The data analysis techniques employed in this investigation are described below:

1. Instrument Test
2. Classic Assumption Test
3. Descriptive Analysis
4. Correlation Analysis
5. Determination Analysis
6. Simple Regression Analysis
7. Multiple Regression Analysis

RESULTS AND DISCUSSION

Instrument Test

A person's answers to a questionnaire are deemed dependable by Ghozali (Tania, 2020) if they don't change over time. A variable is regarded as dependable if its Cronbach's alpha value is higher than 0.60. Since the α -Cronbach coefficient is a fairly perfect indicator, it is used to measure each item's consistency and dependability. For ease of reference, the reliability test results for this study are shown in the table below.

Table 3. Reliability Test Results

No	Variable	Reliability Value	Alpha	Information
1	Transformational Leadership Style	0,923	0,60	Reliabel
2	Organizational culture	0,834	0,60	Reliabel
3	Employee Performance	0,892	0,60	Reliabel

Source: Data Processed by Researchers 2024

Validity Test

The validity of a questionnaire is assessed using a tool called instrument validity. According to Wiratna Sujarweni (Rohman & Ichsan, 2021), a questionnaire is considered valid if the questions reveal something that it is trying to measure. In this case, the creators use construct validity tests to assess the validity of the instrument. After the data is tabulated and item scores are linked to a total score, construct validity is tested using item analysis. Product-moment correlation is the method used to correlate each instrument element.

According to Wiratna Sujarweni (Rohman & Ichsan, 2021), if the correlation coefficient is greater than 0.3, the items are considered valid.

Rakhman (2022) states that the following criteria should be used to determine if a questionnaire is authentic:

- a) If, $r\text{-count} > r\text{-table}$, then the question variable is valid
- b) If $r\text{ count} < r\text{-table}$, then the question variable is invalid

With a significant value of 5% or 0.05 and comparing the calculated r with r-table (r-table = table (α ; n-k) or table (0.05 ; 38-3) / r-table = table (0.3246)

Table 4. Validity Test Results Transformational Leadership Style

Statement Items	r-Count	r-Table	Information
Item 1	0,794	0,3246	Valid
Item 2	0,548	0,3246	Valid
Item 3	0,861	0,3246	Valid
Item 4	0,805	0,3246	Valid
Item 5	0,730	0,3246	Valid
Item 6	0,891	0,3246	Valid
Item 7	0,790	0,3246	Valid
Item 8	0,466	0,3246	Valid
Item 9	0,540	0,3246	Valid
Item 10	0,753	0,3246	Valid
Item 11	0,803	0,3246	Valid
Item 12	0,825	0,3246	Valid

Source: Data Processing Results in IBM SPSS 25

Table 5. Results of Organizational Culture Validity Test

Statement Items	r-Count	r-table	Information
Item 1	0,657	0,3246	Valid
Item 2	0,684	0,3246	Valid
Item 3	0,608	0,3246	Valid
Item 4	0,729	0,3246	Valid
Item 5	0,715	0,3246	Valid
Item 6	0,464	0,3246	Valid
Item 7	0,585	0,3246	Valid
Item 8	0,642	0,3246	Valid
Item 9	0,521	0,3246	Valid
Item 10	0,517	0,3246	Valid
Item 11	0,583	0,3246	Valid
Item 12	0,525	0,3246	Valid

Source: Data Processing Results in IBM SPSS 25

Table 6. Employee Performance Validity Test Results

Statement Items	r-Count	r-table	Information
Item 1	0,715	0,3246	Valid
Item 2	0,571	0,3246	Valid
Item 3	0,510	0,3246	Valid
Item 4	0,757	0,3246	Valid
Item 5	0,534	0,3246	Valid
Item 6	0,743	0,3246	Valid
Item 7	0,774	0,3246	Valid
Item 8	0,782	0,3246	Valid
Item 9	0,749	0,3246	Valid
Item 10	0,831	0,3246	Valid
Item 11	0,725	0,3246	Valid

Source: Data Processing Results in IBM SPSS 25

Classic Assumption Test

The tests carried out in the classical assumption test in this study used three methods, namely Normality Test, Multicollinearity Test, and Heteroscedasticity Test. Because the data used is primary data (questionnaire), not time series data (secondary data).

- **Data Normality Test**

In the Data Normality Test in this research, the Kolmogorov-Smirnov and Plotting plot tests were used.

Table 7. Normality Test Results on the Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		38
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.05885525
Most Extreme Differences	Absolute	.082
	Positive	.082
	Negative	-.070
Test Statistic		.082
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.

Source: Data Processing Results in IBM SPSS 25

In the Kolmogorov-Smirnov test with the following test criteria:

- If sig. 2-tailed > 0.05 then the data is normally distributed.
- If sig. 2-tailed < 0.05 then the data is not normally distributed.

Based on table 7 above, it shows that the Sig. (2 tailed) in Kolmogorov-Smirnov is 0.200 > 0.05, so the residual data in this study is normally distributed and suitable for use as research, in other words the regression model is suitable for use because it meets the normality assumption

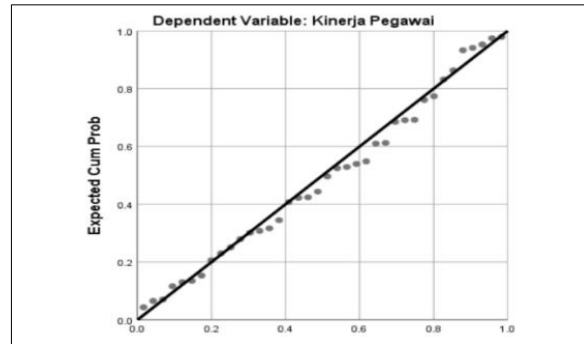


Figure 3. Normality Test Results with Plotting Plot
 Source: Data Processing Results in IBM SPSS 25

Based on Figure 3 above, it shows the shape of the P-plot surrounding the regression region. The P-plot graphic shows how the data progresses and centers around the diagonal line.

Therefore, we can say that the regression model satisfies the condition or is normally distributed.

- **Multicollinearity Test**

Use a multicollinearity test to see if there is evidence of correlation between the independent variables. If the multicollinearity test produces a tolerance value > 0.01 and a variance inflation factor (VIF) value < 10 , then the regression model does not have symptoms of multicollinearity.

Table 8. Multicollinearity Test Results

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-8.249	4.230		-1.950	.059		
	Gaya Kepemimpinan Transformasional	.463	.075	.551	6.174	.000	.621	1.611
	Budaya Organisasi	.585	.114	.459	5.146	.000	.621	1.611

a. Dependent Variable: Kinerja Pegawai

Source: Data Processing Results in IBM SPSS 25

Based on table 8, it shows that the tolerance value (0.621) > 0.01 and the VIF value (1.611) < 10 , so based on this assumption there are no symptoms of multicollinearity in this study.

- **Heteroscedasticity Test**

According to Imam Ghozali (2018), heteroscedasticity does not occur if there is no clear pattern (wavy, widening then narrowing) in the scatterplot image, and the points are spread above and below the number 0 on the Y axis.

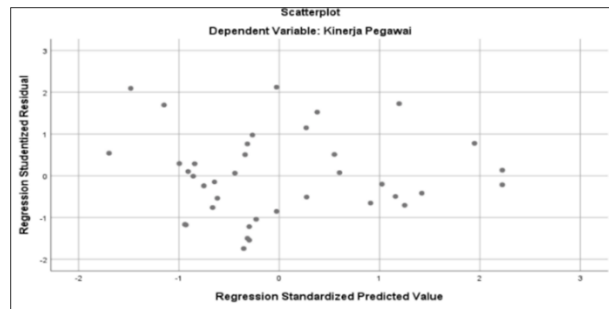


Figure 4. Heteroscedasticity Test Results on Scatterplot
Source: Data Processing Results in IBM SPSS 25

The scatter plot in Figure 4 indicates that the study does not exhibit heteroscedasticity. Figure 4 illustrates that the points are randomly distributed above and below the number 0 on the Y-axis, with no points forming any specific pattern.

Correlation Analysis

Correlation analysis is a method used to determine the relationship between variables. Correlation is a method used to determine the closeness of the relationship between two or more different variables and to describe the closeness of the relationship between two or more variables.

The basis for decision making according to Imam Ghozali (2018) is;

- a) If the significance value is < 0.05 , then it is correlated
- b) If the significance value is > 0.05 , then it is not correlated

According to Sugiyono (2019:248) the guidelines for the degree of relationship are;

- a) Pearson Correlation value $0.00 - 0.199 =$ Very low correlation
- b) Pearson Correlation value $0.20 - 0.399 =$ Low correlation
- c) Pearson Correlation Value $0.40 - 0.599 =$ Medium correlation
- d) Pearson Correlation Value $0.60 - 0.799 =$ Strong correlation
- e) Pearson Correlation Value $0.80 - 1.000 =$ Very strong correlation

Table 9. Leadership Style Correlation Analysis Test Results Transformational (X1) with Employee Performance (Y)

		Correlations	
		Gaya Kepemimpinan Transformasional	Kinerja Pegawai
Gaya Kepemimpinan Transformasional	Pearson Correlation	1	.834**
	Sig. (2-tailed)		.000
	N	39	38
Kinerja Pegawai	Pearson Correlation	.834**	1
	Sig. (2-tailed)	.000	
	N	38	38

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing Results in IBM SPSS 25

Table 9 above shows that the correlation analysis results show a very strong correlation between the two variables, employee performance (Y) and transformational leadership style (X1), with a sign (2-tailed) value of $0.000 < 0.05$

and a Pearson correlation value of 0.834 (with a very strong correlation between 0.80 - 1.000). Stated otherwise, there exists a noteworthy and affirmative correlation between Transformational Leadership Style and Employee Performance. This implies that Employee Performance at Dwi Warna Vocational School Sukabumi will rise in response to an increase in Transformational Leadership Style, and will fall in response to a drop in Transformational Leadership Style.

Table 10. Organizational Culture Correlation Analysis Test Results (X2) with Employee Performance (Y)

		Budaya Organisasi	Kinerja Pegawai
Budaya Organisasi	Pearson Correlation	1	.799**
	Sig. (2-tailed)		.000
	N	39	38
Kinerja Pegawai	Pearson Correlation	.799**	1
	Sig. (2-tailed)	.000	
	N	38	38

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processing Results on IBM SPSS 25

Based on Table 10 above, the results of correlation analysis show a Pearson correlation value of 0.799 (strong correlation exists between 0.60 and 0.799) and a sign value (2-tailed) of $0.000 < 0.05$. It can be concluded that there is a strong relationship between organizational culture (X2) and employee performance (Y). In other words, organizational culture has a significant and positive relationship with employee performance. This means that an improved organizational culture will improve employee performance at SMK Dwi Warna Sukabumi while a poor organizational culture will reduce employee performance at SMK Dwi Warna Sukabumi.

Coefficient of Determination

Determination analysis (R^2) is a method used to measure how far the model's ability to explain variations in the dependent variable. The coefficient of determination values are 0 and 1. With decision making as follows:

- a) A value is said to be good if Adjusted R Square > 0.5 ,
 - b) a value is said to be bad if Adjusted R Square < 0.5 .
- a. Coefficient of Determination (KD) = $R^2 \times 100\%$

Formula:

$$\text{Coefficient of Determination (CD)} = R^2 \times 100\%$$

Table 11. Results of Determination Coefficient Analysis Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.827	.817	3.145

a. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan Transformasional

Source: Data Processing Results in IBM SPSS 25

Table 11 above shows that the independent factors simultaneously contribute 81.7% to the dependent variable, with an adjusted R-squared value of 0.817 > 0.5 indicating that the relationship is adequately impacted. Therefore, according to the coefficient of determination test, 81.7% of the employee performance at SMK Dwi Warna Sukabumi is influenced by organizational culture and transformational leadership style, and the remaining 18.3% is influenced by other factors not covered in this study.

Simple Regression Analysis

The objective of simple regression analysis, often called a t-test (partial t-test, significance test), is to determine the partial (separate) effect of the independent variables on the dependent variable. The objective of this analysis is to assess the effect of organizational culture (X2) and transformational leadership style (X1) on employee performance (Y).

According to Sugiyono (2019) the T Test criteria are as follows:

By looking at the significance value;

- a) if the significance value of $t < 0.05$, then H_0 is rejected and H_1 is accepted, meaning that there is a significant influence between one independent variable and the dependent variable.
- b) If the significance value of $t > 0.05$, then H_0 is accepted and H_1 is rejected, meaning that there is no significant influence between an independent variable on the dependent variable.

By comparing the t-count value with the t-table;

- a) If the t-count value $>$ t-table, it means that variable X partially influences variable Y
- b) If the t-count value $<$ t-table, it means that variable X partially has no effect on variable Y.

Formula;	Result;
$t\text{-table} = \alpha ; n-k$	$t\text{-table} : (\alpha ; 38-3)$ $t\text{-table} : (0,05 ; 35)$ $t\text{-table} = 1,690$

Table 12. Results of Simple Regression Analysis (T-Test Partial Significance Test) Transformational Leadership Style and Organizational Culture on Employee Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-8.249	4.230		-1.950	.059
	Gaya Kepemimpinan Transformasional	.463	.075	.551	6.174	.000
	Budaya Organisasi	.585	.114	.459	5.146	.000

a. Dependent Variable: Kinerja Pegawai

Source: Data Processing Results in IBM SPSS 25

1. Partial T-Test Test of the Influence of Transformational Leadership Style (X1) on Employee Performance (Y)

Table 12 above illustrates that the test result of the basic regression analysis has a significance value of 0.0000. In the event that $6.174 > 1.690$ is the t-table value, H1 is approved and H0 is denied. This indicates that employee performance is significantly impacted by management style in part.

These findings support earlier research by Supardi & Aulia Anshari (2022), Sarifuddin et al. (2022), and Krismon (2021) that demonstrated a significant and, to a lesser extent, positive impact of transformational leadership style on employee performance. In other words, the more successfully transformational leadership style is implemented, the higher the level of performance among agency personnel.

2. Partial T-Test Organizational Culture Test (X2) on Employee Performance (Y)

Based on table 4.10 above, it shows that the significance value of the simple regression analysis test results is $0.000 < 0.05$ and the t-count $>$ t-table value is $5.146 > 1.690$, then H1 is accepted and H0 is rejected, meaning that Organizational Culture has a significant effect on Employee Performance partially.

These results are consistent with other studies by Febriza (2019), Rivai (2020), and Sari et al. (2021) who found that organizational culture significantly and partially improves employee performance. In other words, a positive corporate culture improves employee performance, while a negative corporate culture reduces employee performance.

• Multiple Regression Analysis

The purpose of multiple regression analysis, often known as the F-test (F-test significance test), is to ascertain how many independent variables have an impact on a dependent variable.

The purpose of this analysis is to determine how independent variables affect the dependent variable, in this case, how employee performance (Y) is affected by organizational culture (X2) and transformational leadership style (X1). According to Sugiyono (2019) the F Test criteria are as follows:

By looking at the significance value;

- a) If the significance value is < 0.05 , then H_0 is rejected and H_1 is accepted, meaning that there is a significant influence simultaneously between the independent variable and the dependent variable.
- b) If the significance value is > 0.05 , then H_0 is accepted and H_1 is rejected, meaning that there is no significant simultaneous influence between the independent variables on the dependent variable.

By comparing the f-count value with the f-table;

- a) If the f-count value $>$ f-table, then H_0 is rejected and H_1 is accepted, meaning that variable X simultaneously influences variable Y
- b) If the f-count value $<$ f-table, then H_0 is accepted and H_1 is rejected, meaning that variable X simultaneously has no effect on variable Y

Formula;	Result ;
f-table = f (k ; n-k)	f-table = f (3 ; 38-3)
	f-table = f (3 ; 35)
	f-table = 2,87

Table 13. Style Multiple Regression Analysis Tests Transformational Leadership and Organizational Culture on Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1652.674	2	826.337	83.542	.000 ^b
	Residual	346.194	35	9.891		
	Total	1998.868	37			

a. Dependent Variable: Kinerja Pegawai
 b. Predictors: (Constant), Budaya Organisasi, Gaya Kepemimpinan Transformasional

Source: Data Processing Results in IBM SPSS 25

Table 13 shows that the significance value of multiple regression analysis test (simultaneous) is $0.000 < 0 >$ f-table and the value is $83.542 > 1.690$. Hence, H_1 is accepted and H_0 is rejected. This shows that transformational leadership style and organizational culture have a significant impact on employee performance simultaneously.

The findings of this study are consistent with the findings of several previous studies, especially those of Hairudinor et al. (2020), Muspawi et al. (2023) and Rivai (2020), who found that transformational leadership style and organizational culture have a positive and significant impact on employee performance, suggesting that transformational leadership style and organizational culture have a significant impact on employee performance in organizations and companies.

CONCLUSION AND RECOMMENDATION

Conclusion

- 1) Transformational leadership has a partial favorable and considerable impact on staff performance at SMK Dwi Warna Sukabumi. The findings of a basic regression analysis test (t-test) with a significance value of $0.000 < \alpha = 0.05$, t-count $>$ t-table value of $6.174 > 1.690$, support H1 and reject H0. According to the correlation analysis results, transformational leadership style has a very strong link with employee performance (Pearson correlation value of 0.834). This suggests that transformational leadership style (X1) has a somewhat favorable and considerable impact on employee performance (Y). Therefore, if the principal of SMK Dwi Warna Sukabumi enhances the school's transformational leadership style, staff performance will improve. However, if the transformational leadership style is ineffective, it will result in poor staff performance.
- 2) Employee performance at SMK Dwi Warna Sukabumi is partially positive and noteworthy in terms of organizational culture. The findings of a basic regression analysis test (t-test) with a significance value of $0.000 < \alpha = 0.05$ and a t-count $>$ t-table value of $5.146 > 1.690$ support H1, whereas H0 is rejected. The correlation analysis results show a high association between corporate culture and employee performance, with a Pearson correlation value of 0.799. This implies that organizational culture (X2) has a marginally significant effect on employee performance (Y). This suggests that the more robust the organizational culture at Dwi Warna Sukabumi Vocational School, the higher the employee performance. And vice versa: the weaker the organizational culture, the worse the employees' performance.
- 3) Transformational leadership style and organizational culture simultaneously have a positive significant impact on employee performance of SMK Dwi Warna Sukabumi. Based on the results of multiple regression analysis (F-test), the value $0.000 < 0$ indicates F-table value $83.542 > 1.690$, H1 is accepted and H0 is rejected. This means that transformational leadership style and organizational culture simultaneously (together) have a significant impact on employee performance of SMK Dwi Warna Sukabumi. Based on the analysis ending with R2 (Adjusted R Square) $0.817 > 0.5$, transformational leadership style and organizational culture simultaneously have a positive impact and the contribution of independent variables to the dependent variable is 81.7%. From the results of the data analysis test conducted by the researchers, it can be concluded that 81.7% of the employee performance at Dwi Warna Sukabumi Vocational School is influenced by the transformational leadership style and organizational culture and the remaining 18.3% is influenced by other factors present in the company that were not examined in this study.

Recommendation

Based on the above analysis and the conclusions of the test results, and taking into account the limitations of this study, the authors attempt to propose a number of contributions, including:

1) For the School

- a) The principal as a leader must pay more attention to the needs of his employees because this will have an impact on improving school performance.
- b) Dwi Warna Sukabumi Vocational School lacks motivation among employees in completing work. Therefore, so that school programs can be implemented well, employees need to provide more motivation to their colleagues and support each other in achieving the tasks and responsibilities set by the school.

2) For Future Researchers

- a) The next researcher who carries out the same research can formulate the research objectives he wants to explore and focus more on the research subject.
- b) Researchers should understand the research object by increasing the study of literature related to the research discussion.
- c) For future researchers who carry out research, it is hoped that they will be better prepared in the data collection process and everything related to research.

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