

# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLE AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT 'ASYIYAH GENERAL HOSPITAL PADANG

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## Abstract

This study aims to examine the effect of transformational leadership style and organizational culture on employee performance at Aisyiyah Padang General Hospital. In this study, a quantitative approach was used with the formulation of the problem used as a limitation on the scope of the research. Based on the relationship pattern, the type of research is explanatory. The research period was less than one year, so the time horizon was cross-sectional. The type of research used is causality. The unit of analysis in this study was the employees of Aisyiyah Padang General Hospital. The study population consisted of 131 individuals who met specific inclusion criteria according to the scope of the study. The sampling technique used was a total sampling technique. Probability sampling. The data collection technique in this study was carried out by collecting data online in the form of distributing questionnaires using a Google Form link facility distributed via social media such as WhatsApp to respondents who met the criteria to be sampled. Data analysis using SPSS version 26 shows. Hypothesis testing was conducted using multiple linear regression with SPSS. The results indicate that X1 has a positive and significant effect on Y with  $t = 3.480$ ,  $\text{Sig.} = 0.000 < 0.05$ , and  $\beta = 0.524$ . Similarly, X2 has a positive and significant effect on Y with  $t = 3.223$ ,  $\text{Sig.} = 0.002 < 0.05$ , and  $\beta = 0.370$ . Based on the standardized coefficient Beta, X1 is the most dominant variable affecting Y.

**Keywords:** *Transformational Leadership Style, Organizational Culture, Employee Performance, RSU 'Aisyiyah*

## INTRODUCTION

The development of the healthcare industry in Indonesia shows increasingly fierce competition. Hospitals are required not only to be able to provide quality medical services, but also to ensure the effectiveness of human resource management in supporting service quality. In labor-intensive organizations such as hospitals, the success of services is largely determined by the quality of employee performance in the hospital.

Transformational leaders are known for their ability to inspire and motivate teams, encourage creative thinking, and drive significant change within organizations (Manu, 2022). According to Gad David (2023), leaders who employ a transformational leadership style create an environment where employees feel valued and supported, stimulating creative thinking and risk-taking. By investing in employee development and providing the necessary resources, these leaders effectively support innovation efforts. Furthermore, their ability to manage change is crucial for implementing innovative ideas and processes.

A strong organizational culture will foster value alignment, increase commitment, and strengthen organizational identity. At RSU 'Aisyiyah Padang, the organizational culture reflects not only professional healthcare services but also Islamic values and social outreach-based services. However, suboptimal internalization of culture can impact performance variations between work units.

With a turnover rate of 24.66 %, and the challenge of improving service quality, RSU 'Aisyiyah Padang requires a managerial approach based on strengthening leadership, internalizing organizational culture, and increasing work motivation. This figure is relatively high compared to Indonesian hospital standards (an average of 13.5 %, with an upper limit of 10-15%, often considered critical) and historical data for RSU 'Aisyiyah Padang is 26.92%. Therefore, this study is relevant to empirically analyze the influence of transformational leadership and organizational culture on employee performance.

Hospitals, as organizations with high workloads and complex professional demands, require management systems that are not only structurally efficient but also sensitive to the psychological and social needs of their medical staff. Failure to create a supportive work environment and an effective leadership style directly impacts

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employee performance. style Clear leadership, development of a supportive organizational culture, and employee work motivation are things that can be done to improve employee performance in hospitals.

'Aisyiah Padang General Hospital is one of the private hospitals in Padang City which is owned by the 'Aisyiah West Sumatra Regional Leadership which continues to grow to meet the needs of the community and advances in healthcare technology. With various superior services such as Oral Surgery Specialists, Obsgyn Specialists, Pediatric Specialists, Internal Medicine Specialists, Surgical Specialists, ENT Specialists, Cardiologists, Orthopedic Specialists and others, 'Aisyiah Padang General Hospital is committed to providing professional and humane healthcare services. As it develops, the hospital has also begun to be active on social media and updates its public information system through doctor schedules, patient testimonials, hospital information systems and service promotions.

## LITERATURE REVIEW

### Transformational Leadership Style

According to Nurman et al. (2023) , a transformational leadership style is one in which a leader has the power to influence subordinates in certain ways. Furthermore, Asiri (2024) defines a transformational leadership style as a series of steps in which leaders and team members encourage each other to foster high enthusiasm and determination regarding core work goals and functions.

According to Avolio, Bass, and Jung (1999:442), transformational leadership was initially demonstrated through three behaviors: charisma, individual consideration, and intellectual stimulation. However, over time, charismatic behaviors were divided into two: charisma or idealized influence and inspirational motivation.

### Organizational Culture

According to Cahyati (2024), organizational culture is a collection of beliefs and attitudes held by members, reflecting their values, outlook on life and hopes. Furthermore, Febrianti (2025) states that organizational culture is a set of values, beliefs, and practices that are built through interactions between them.

Edgar Schein's Organizational Culture Theory is an approach to understanding how values, norms, and rituals within an organization can shape its unique culture. Schein identified three main levels in organizational culture: Artifacts, Values, and Basic Assumptions (Sutrisno, 2019). Edgar Schein stated that organizational culture includes the values, norms , and rituals implemented by an organization. In Schein, EH (2010), the indicators used are Organizational Artifacts , Organizational Values and Norms, Shared Basic Assumptions, Communication Patterns, Adaptation to Change, and Internal Integration and Cooperation.

### Employee Performance

According to Widodo (2022), performance is the result of an individual's work or the level of success in their field of work. Furthermore, Jufrizen et al. (2020) define performance as a task that can be carried out by individuals or groups within a commercial organization according to their respective permits in an effort to achieve organizational goals in a manner that violates the law, morality, and ethics.

According to Wibowo (2017:2), performance is the value of a series of employee behaviors that contribute, either positively or negatively, to the achievement of organizational goals. Performance is used as a way to ensure that individual employees or teams know what is expected of them and that they remain focused on effective performance by paying attention to goals, measures, and assessments. According to Robbins (2016:260), performance indicators are tools used to measure the extent to which employee performance has been achieved. The following are several indicators for measuring employee performance: (1) Quality of Work, (2) Quantity, (3) Punctuality, (4) Effectiveness, (5) Independence.

## Hypothesis

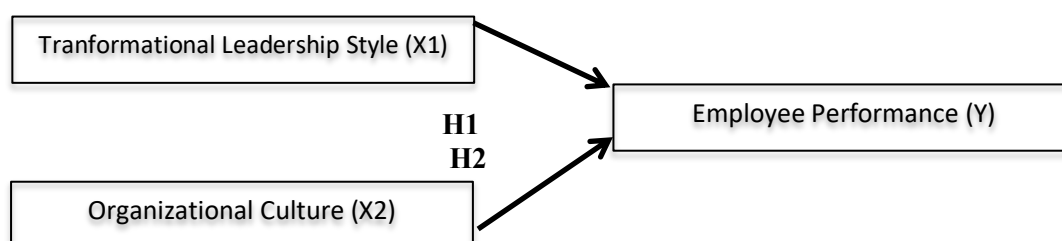


Figure 2 : Conceptual Framework

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## The influence of transformational leadership style on employee performance

A study conducted by Fanny et al. (2024) entitled "The Influence of Transformational Leadership Style on Employee Performance at Sentra Medika Cikarang Hospital" concluded that transformational leadership style has a positive and significant relationship with employee performance. In this study, transformational leadership style can be seen through the *idealized influence factor* in the leadership of Sentra Medika Cikarang Hospital. Employees can exemplify leadership qualities that have a high level of commitment and ethical consequences for the decisions made.

H1: Transformational leadership style has a positive influence on employee performance.

## The influence of organizational culture on employee performance

Research conducted by Muchammad (2023) with the title "The influence of organizational culture, organizational commitment, and work motivation on the performance of employees of the Setia Bhakti Wanita Surabaya cooperative" concluded that organizational culture has a positive and significant effect on employee performance. This is proven by the personal contribution of each cooperative employee who always provides opinions and suggestions for the cooperative aimed at future development. Each cooperative employee has a professional spirit within themselves, which is demonstrated by their obedience and compliance with the rules and directions of the manager.

H2: Organizational culture has a positive influence on employee performance.

## METHOD

In this study, a quantitative approach was used with the formulation of the problem used as a limitation on the scope of the research. Based on the relationship pattern, the type of research is *explanatory*. The research period was less than one year, so the time horizon was *cross-sectional*. The type of research used is causality. The unit of analysis in this study was the employees of Aisyiyah Padang General Hospital. The study population consisted of 131 individuals who met specific inclusion criteria according to the scope of the study. The sampling technique used was a purposive sampling technique. *Probability sampling* The data collection technique in this study was carried out by collecting data online in the form of distributing questionnaires using a Google Form link facility distributed via social media such as WhatsApp to respondents who met the criteria to be sampled.

## RESULTS AND DISCUSSION

### Characteristics of Respondents

Table 1  
Characteristics of Respondents

| Characteristics    | Frequency | Percentage (%) |
|--------------------|-----------|----------------|
| <b>Gender</b>      |           |                |
| Male               | 23        | 17.56%         |
| Female             | 108       | 82.44%         |
| <b>Age</b>         |           |                |
| 17 - 24 years      | 21        | 16.03%         |
| 25 - 30 years      | 37        | 28.24%         |
| 31 - 35 years      | 35        | 26.72%         |
| 36 - 40 years      | 19        | 14.5%          |
| 41 - 50 years      | 15        | 11.45%         |
| > 50 years         | 4         | 3.05%          |
| <b>Education</b>   |           |                |
| Senior High School | 9         | 6.87%          |
| Vocational         | 48        | 36.64%         |
| Bachelor           | 29        | 22.14%         |
| Master             | 7         | 5.34%          |
| Doctor             | 2         | 1.53%          |
| Profession         | 35        | 26.72%         |
| Other              | 1         | 0.76%          |

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| Characteristics                                   | Frequency | Percentage (%) |
|---------------------------------------------------|-----------|----------------|
|                                                   |           |                |
| <b>Tenure at Aisyiyah General Hospital Padang</b> |           |                |
| 1-5 years                                         | 20        | 60.31%         |
| 5-10 years                                        | 15        | 15.27%         |
| 11-15 years                                       | 12        | 11.45%         |
| 16-20 years                                       | 2         | 9.16%          |
| 21-25 years                                       | 3         | 1.53%          |
| > 25 years                                        |           | 2.29%          |
| <b>Current Position</b>                           |           |                |
| Head of Finance                                   | 2         | 1.53%          |
| Head of General Affairs & HR                      | 2         | 1.53%          |
| Head of nursing division                          | 1         | 0.76%          |
| Head of service division                          | 0         | 0%             |
| General practitioner                              | 4         | 3.05%          |
| General Dentist                                   | 0         | 0%             |
| Special doctor                                    | 17        | 12.98%         |
| Medical laboratory analyst                        | 6         | 4.58%          |
| Pharmacist                                        | 3         | 2.29%          |
| Midwife                                           | 12        | 9.16%          |
| Customer service                                  | 2         | 1.53%          |
| Driver                                            | 2         | 1.53%          |
| Nutritionist                                      | 4         | 3.05%          |
| IPSRS                                             | 1         | 0.76%          |
| IT staff                                          | 3         | 2.29%          |
| Cook                                              | 0         | 0%             |
| Cashier                                           | 2         | 1.53%          |
| Sanitarian                                        | 1         | 0.76%          |
| Laundry staff                                     | 1         | 0.76%          |
| Staff nurse                                       | 33        | 25.19%         |
| Radiographer                                      | 4         | 3.05%          |
| Medical record staff                              | 11        | 8.4%           |
| Security officer                                  | 1         | 0.76%          |
| Pharmacy technician                               | 6         | 4.58%          |
| Other employees                                   | 13        | 9.92%          |

## Hypothesis results

To test the hypotheses proposed in this study, data analysis was performed using SPSS 26 software. The statistical tests used include the t-test to determine the partial effect and the F-test to determine the simultaneous effect of the independent variables on the dependent variable.

**Table 2**  
**Coefficient Model**

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|                                                                    | Unstandardized Coefficients B | Std Error    | Standardized Coefficients Beta | T.           | Sig.              |
|--------------------------------------------------------------------|-------------------------------|--------------|--------------------------------|--------------|-------------------|
| <b>Constant</b>                                                    | <b>7.682</b>                  | <b>2.203</b> |                                | <b>3.486</b> | <b>&lt; 0.001</b> |
| Transformational Leadership Style (X1) -> Employee Performance (Y) | 0.524                         | 0.151        | 0.394                          | 3.480        | 0.001             |
| Organizational Culture (X2) -> Employee Performance (Y)            | 0.370                         | 0.115        | 0.365                          | 3.223        | 0.002             |

Based on the t-test results, variable X1 has a significance value of  $0.000 < 0.05$  and an unstandardized regression coefficient of 0.524. This shows that X1 has a positive and significant effect on Y. It means that the higher X1, the higher Y will be. In addition, variable X2 has a significance value of  $0.002 < 0.05$  and an unstandardized regression coefficient of 0.370. This shows that X2 also has a positive and significant effect on Y. It means that the higher X2, the higher Y will be

## The influence of transformational leadership style on employee performance

From table 2, it can be seen that there is influence of transformational leadership style on employee performance with a T value of 3.480 and Sig value of 0.001. This finding differs from Bass's theory (1985) which states that transformational leadership style influences performance with idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The results of this study are in line with Fanny et al. (2024) entitled "The Influence of Transformational Leadership Style on Employee Performance at Sentra Medika Cikarang Hospital" concluded that transformational leadership style has a positive and significant relationship with employee performance. In this study, transformational leadership style can be seen through the *idealized influence factor* in the leadership of Sentra Medika Cikarang Hospital. Employees can exemplify leadership qualities that have a high level of commitment and ethical consequences for the decisions made.

## The influence of organizational culture on employee performance

From table 2, it can be seen that there is influence of organizational culture on employee performance with a T value of 3.223 and Sig value 0.002. The results of this study are in line with Muchammad (2023) with the title "The influence of organizational culture, organizational commitment, and work motivation on the performance of employees of the Setia Bhakti Wanita Surabaya cooperative" concluded that organizational culture has a positive and significant effect on employee performance. This is proven by the personal contribution of each cooperative employee who always provides opinions and suggestions for the cooperative aimed at future development. Each cooperative employee has a professional spirit within themselves, which is demonstrated by their obedience and compliance with the rules and directions of the manager.

## CONCLUSION

It can be concluded that:

1. The transformational leadership style influences employee performance. This means that the proposed hypothesis 1 is accepted.
2. The organizational culture influences employee performance. This means that the proposed hypothesis 2 is accepted.

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