

Increasing Member Performance through Transformational Leadership, Organizational Culture, and Human Capital

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Abstract

This research aims to analyze the influence of transformational Leadership, organizational Culture, and human capital on the individual performance of members of the Soewondo Air Force Base Medan, both simultaneously, partially, and dominantly. The type of research used is explanatory research. This research was conducted at Soewondo Air Force Base Medan at the address Jl. Imam Bonjol No.1, Suka Damai, Kec. Medan Polonia, Medan City, North Sumatra 20212. The research population and sample were all members of the first officers of the Soewondo Air Force Base Medan, namely 95 members. Since the population is small, census research is used; all Soewondo Medan's first officers will be research respondents. The analysis method uses multiple linear regression and hypothesis testing. The research results show that transformational Leadership, organizational Culture, and human capital affect individual performance among members of the Soewondo Air Force Base Medan base, both simultaneously and partially. Furthermore, this research identifies that human capital has a dominant influence on the performance of Soewondo Air Force Base Medan members. Leaders should pay more attention to organizational Culture to improve performance by encouraging members to innovate and work to be results-oriented.

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1. Introduction

Transformational Leadership is one of many theories that bring fresh air to organizational change (Pawar, 2016). Every organization needs leaders who have sufficient capabilities to carry out transformation (Schiuma et al., 2022). This is necessary for the Soewondo Medan air base to carry out its duties and functions. Therefore, members must be enthusiastic and optimistic about their duties and functions. Apart from transformational Leadership, organizational Culture is an opportunity to build human resources by changing employee attitudes and Behavior. According to Manik and Megawawi (2019), in order to become a place where innovative work behavior emerges, successful organizations have not only a strong culture but also a strong culture that is appropriate to its environment and has support from employees to create a good work environment. This is necessary for the Soewondo Medan Air Base to create motivation and work enthusiasm among members, smooth communication, high loyalty, and fidelity to their duties to create a compelling and competitive Soewondo Medan Airbase in achieving its vision and mission.

Transformational leadership is important for a business because it helps the leader come up with new ideas and make sure that all of the functions of the business work together smoothly. Jaya and Adnyani (2015) research at the Bali Province Language Center Service found that transformational leadership has a positive and significant effect on work discipline. This means that if a leader uses this type of leadership, their employees will be more disciplined at work.

According to Chen et al. (2016), transformative leadership is frequently mentioned in internal counsel. They have direct access to practically all team members and may communicate goals, predict difficulties, solicit suggestions, and control resource flows. A manager's transformational

leadership should foster high integration and increase staff excitement for their work. According to Shim et al. (2015), transformational leadership encourages people to set aside their own interests in order to benefit the group.

Starting from the conditions above, a leadership pattern is needed that is capable of transformation, can enable members/staff to carry out their duties with a sense of comfort, is full of innovation, and can influence members to carry out their duties with high dedication. Apart from that, the influence of the unit or organizational climate, the organization's norms, and the members' Behavior in teamwork are also essential in carrying out tasks at the Soewondo Air Force Base. Looking at the existing conditions, one of the strengths of the Soewondo Air Force Base is HR. In this vital human capital/asset, the capability of HR is based on qualifications in each rank and position.

However, existing members' competencies can still be increased through monitoring and assessment, accountability, performance, and, lastly, a human capital attitude and culture that is aligned with the organization's objective. These objectives are interconnected, so they must be carried out in conjunction. Organizational culture represents the rules and ideas that govern the behavior of all organization members. As a result, individual mindsets and the culture developed at each level of the organization influence organizational culture, making it difficult to promote a clean, effective, efficient, and productive bureaucracy and professional organizational culture.

Organizational Culture is another thing that affects innovative leadership. A study by Suniastuti (2012) at the Denpasar City Parking Area Company looked at how organizational culture affected work discipline and found that it had a good and significant effect. According to this study, organizational culture was the main factor that affected how well Denpasar City Parking Area Company workers did their jobs. This shows that there is a culture that controls how employees act, like the hours they can come into the office, which the company has changed to make employees more disciplined at work. According to Melitski et al. (2010), organizational culture is the set of shared values, beliefs, and symbolic ideals that everyone in a group works toward. According to Jasinskas et al. (2016), company culture is an important part of every business. As a belief group of these people, their actions are based on the set of principles, beliefs, expectations, norms, attitudes, and habits that are unique to them. These behaviors affect both inside and outside of the company. Any business has its own unique organizational culture. This culture can affect how people in the business or group act. Tsai (2011) says that a strong culture is a set of rules that tells people how they should act. Companies with a strong culture make sure that all of their workers follow the same values and code of ethics, which should help them reach their mission and goals. What this means is that Organizational Culture and Leadership are both committed to improving the performance and behavior of workers in a company.

According to Divianto (2010), human capital refers to an individual's capacity for productivity. Becker in Divianto (2010) emphasized that investing in training and enhancing human capital is equally important as investing in other types of capital. Skills, expertise, and knowledge provide economic worth for firms as they enhance productivity and adaptability. Skills, knowledge, and health are advantageous for individuals, entrepreneurs, and nations, as they enhance resources and potential productivity. Human capital, like other assets, holds value in the market. However, its full potential worth can only be achieved through the collaboration of each individual.

Various costs are incurred to promote productive behavior in employees, including as motivation, supervision, and retention. Organizations can utilize human resource management to enhance their human capital. Organizations can acquire human capital internally through investments in intensive training and development programs. Contextual factors like market conditions, labor unions, business strategies, and technology play a crucial role in human capital theory by impacting the costs of different HR management approaches to enhance the value of an organization's human capital and expected returns. For example, as demonstrated in Divianto's (2010) study on social productivity.

According to Gerhart and Feng (2021), the concept of human capital is easier to explain than to implement in a corporate setting. The core idea of the Human Capital concept is that persons are considered as capital that generates returns, and any spending aimed at enhancing the quality and quantity of that capital is viewed as an investment. Challenges occur when firms have

allocated substantial resources to cultivate the human capital required to achieve the anticipated rate of return. The main challenge in applying this concept is the lack of an accounting system capable of capturing firm investments in people who are considered human capital. Another significant factor is organizations struggling with retaining their human capital, as employees are enticed by other firms offering better positions and compensation.

On the other hand, this approach can be easily applied from the standpoint of individual employees. Some of your employees may have applied this principle to themselves without realizing it. Christa (2013) argues that the importance of human capital in the creation of intellectual property is critical since only human capital (HR) can both produce and own knowledge. Meanwhile, knowledge is the most important factor in generating organizational/business value, hence human capital has a significant impact on firm value generation. According to Christa (2013), human capital is the lifeblood of intellectual capital, as it generates all of the value created by the company's creative potential and serves as the driving force behind innovation. As a result, it can drive increases in individual employee productivity, hence improving overall corporate performance.

The purpose of this study is to examine the simultaneous and partial effects of transformational leadership, organizational culture, and human capital on the performance of members of the Soewondo Air Force Base Medan base. This study also aims to determine which variables of professionalism, work discipline, and work environment have the greatest influence on the performance of Soewondo Air Force Base Medan employees. Practically, this research helps the Soewondo Air Force Base Medan Base determine how members' attitudes toward the variables of transformational leadership, organizational culture, and human capital affect individual performance. It can also be used as a reference in carrying out strategic steps to improve individual performance.

Literature Review

Member Performance

Sulistyan et al. (2020) believes that member performance is the foundation of organizational performance, which is heavily influenced by individual qualities, motivation, expectations, and management assessments of individual work results. According to Adawiyah and Siswanto (2015), performance is derived from the word job performance, which refers to the work performance obtained by a person in carrying out the tasks and work assigned to him. According to the explanation above, performance refers to someone's accomplishments in carrying out their duties or work in accordance with the job's standards and criteria. It can increase job satisfaction, which will eventually influence the degree of compensation. Kasmir (2016) defines performance as three factors: task performance, citizenship conduct, and counterproductive behavior. According to Robbins and Judge (2017), member performance indicators include quality, quantity, timeliness, effectiveness, and efficiency.

Transformational Leadership

Kendra (2013) defines a transformational leader as a somebody who effectively navigates situations by articulating a distinct vision of the group's objectives, demonstrating enthusiasm for work, and revitalizing and invigorating group members. Hartiti (2013) defines Transformational Leadership as a leader who offers individualized concern and intellectual stimulation to subordinates or followers. In 1994, Bass and Avolio introduced four elements of transformative leadership, referred to as concepts. The indicators of transformative leadership referenced in this study are idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Organizational Culture

Di Stefano et al. (2019) states that organizational culture is connected to the values embraced by members of the organization, which motivate individuals to decide on activities and behaviors that are approved by their organization. Kurniawan (2016) defines organizational culture as a collective response that is internalized and influences how a group perceives, thinks, and responds to its surroundings. The experts' opinions suggest that organizational culture is a culture

established by a corporation and adhered to by all its personnel. Kurniawan (2016) categorizes the features of organizational culture into six elements: observed behavioral regularities, norms, dominant values, philosophical rules, and organizational atmosphere.

Human Capital

Individual capability, or ability, constitutes the initial element of human capital. This component is the most vital element in every respect. This particular capability encompasses the individual's knowledge, talents, experience, and social connections. An additional element that constitutes human capital is individual motivation. Organizational climate constitutes the third element of human capital, while work group effectiveness or the efficacy of the work group comprises the fourth element. The fifth component of human capital is leadership. As stated by Navruz-Zoda & Shomiev (2017), the value of a company is ultimately determined by its human capital, of which human capital plays a distinct role in its formation.

2. Methods

The research is causal-comparative, involving three independent variables and one dependent variable. The study will provide a detailed explanation of the relationships between the variables to achieve an explanatory research design. This research focuses on studying the performance of individuals at the Soewondo Air Force Base Medan base, which is affected by transformational leadership, organizational culture, and human capital in the field of human resources.

This research was conducted at Soewondo Air Force Base Medan at the address Jl. Imam Bonjol No.1, Suka Damai, Kec. Medan Polonia, Medan City, North Sumatra 20212. The selection of this location was adjusted to the theme, namely human resources, where members of the Soewondo Air Force Base Medan Base are alert, firm, and active in the Soewondo Air Force Base Medan Base Commander program. The population and sample in this study were all 95 members with the rank of enlisted, non-commissioned officer, and officer at Soewondo Air Force Base Medan. For respondents, only officers explained that in a military organization, an officer is a leader (team, platoon, company). At the same time, members are subordinates who carry out orders from officers in their unit.

The research utilized descriptive analytic approaches for data analysis. The data can be quantitatively analyzed using statistical models in the SPSS version 25 software. Multiple regression analysis is conducted to assess the impact of transformational leadership, organizational culture, and human capital on member performance.

3. Results and Discussion

3.1. Research

a. Characteristics of Research Respondents

Gender

The results of the classification tabulation according to gender at Soewondo Air Base are presented in the table below.

Table 1. Respondent Gender

No	Gender	Number of Respondents	Percentage %
1	Man	85	89.47%
2	Woman	10	10.53%
		95	100%

Source: Data Processed (2023)

Based on Table 1 above, it can be seen that the number of male respondents was 85 people (89.47%) and ten female respondents (10.53%). Thus, the number of male respondents showed a more significant number.

Age

Tabulation results according to age for Soewondo Air Force Base Medan members are presented in the table below.

Table 2. Respondents by Age

No	Age (Years)	Number of Respondents	Presentations%
1	< 30 Years	17	17.89 %
2	31-40 Years	29	30.53%
3	41-50 Years	33	34.74%
4	>50Years	16	16.84%
		95	100%

Source: Data Processed (2023)

Based on Table 2 above, it can be seen that the number of respondents aged 41 - 50 years dominates at 33 people or (34.74%). In general, this shows that members of the Soewondo Air Force Base Medan. Most are of an age with a high level of experience and knowledge.

Education

The educational tabulation results of the Soewondo Air Force Base Medan members are presented in the table below.

Table 3. Respondents Based on Education

No	Education	Number of Respondents	Presentations%
1	Senior High School	45	47.37%
2	Diploma	10	10.53%
3	Bachelor	25	26.31%
4	Post Graduate	15	15.79%
		95	100%

Source: Data Processed (2023)

Based on Table 3 above, it can be seen that the number of respondents with a high school education level dominates at 45 people or (47.37%) In general, this shows that the high school education level of members of the Soewondo Air Force Base Medan shows a good level of understanding in dealing with work problems.

Years of Work

The tabulation results according to the length of service of members of the Soewondo Air Force Base Medan are presented in the table below.

Table 4. Respondents Based on Years of Work

No	Age (Years)	Number of Respondents	Presentations%
1	<5 years	18	25.7%
2	6-10 years	8	11.4%
3	11-20 years	13	18.6%
4	>20 years	31	44.3%
		70	100%

Source: Data Processed (2023)

Based on Table 4 above, it can be seen that the number of respondents with a working period of 11-20 years dominates at 65 people or (68.42%). In general, this shows that the work period of the Soewondo Air Force Base Medan members shows a good level of understanding in dealing with work problems.

Multicollinearity Test Results

Multicollinearity develops when a regression model has a strong relationship between independent variables. Examining the VIF value allows one to find multicollinearity indicators. A VIF score of less than 10 indicates the lack of considerable multicollinearity.

Table 5. Inflation Factor Variant Values

	Independent Variable	Collinearity Statistics	
		Tolerance	VIF
1	Transformational Leadership	0,117	6,524
2	Organizational Culture	0,141	7,092
3	Human Capital	0,225	8,349

Source: Data Processed (2023)

Based on the VIF calculation above, it can be seen that all independent variables, namely Transformational Leadership, Organizational Culture, and Human Capital, have VIF values below ten so that multicollinearity does not occur.

Autocorrelation Test Results

Based on the calculation results, it can be seen that the Durbin-Watson value is 1.994, so it is greater than the value -2 and smaller than 2. This means that it can be concluded that there is no autocorrelation in the regression model.

Table 6. Autocorrelation Test Results

Model	R	R. Square	Adjusted R. Square	Std Error of the Estimate	Durbin Watson
1	0,997a	0,993	0,993	0,368	1,994

Dependent Variable: ry

Predictors: (Constant), rx3, rx1, rx2

Source: Data Processed (2023)

Heteroscedasticity Test Results

The scatterplot results provide evidence of the heteroscedasticity test. If the scatter plot distribution is spread out, the regression equation does not contain heteroscedasticity.

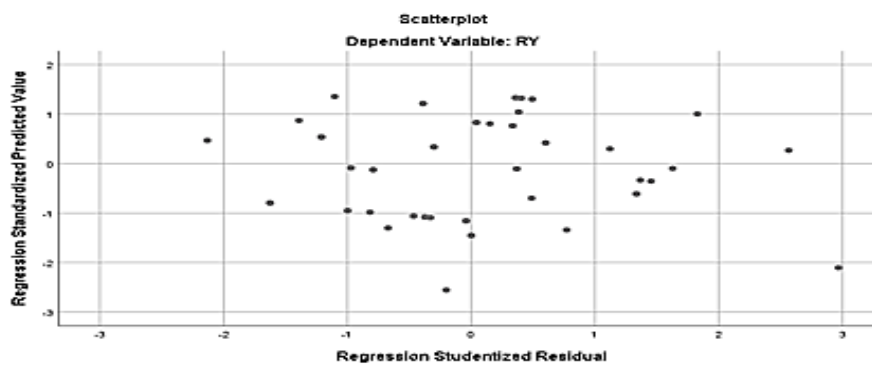


Figure 1. Heteroscedasticity Test Results

Source: Data Processed (2023)

The scatter plot above shows that the scattered dots do not create a pattern. The findings of the statistical examination of the irregularity of the pattern above show that there is no heteroscedasticity, allowing the respondent's perception to be measured.

Normality Test Results

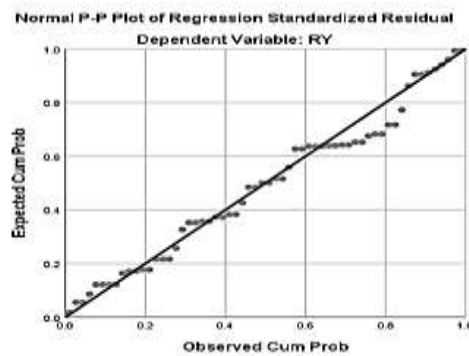


Figure 2. Normality Test
Source: Data Processed (2023)

Figure 2 shows that the points spread around and approach the diagonal line, showing that the research data is usually distributed.

Multiple Linear Regression Results

The results of multiple linear regression analysis between the variables Transformational Leadership, Organizational Culture, and Human Capital on the Performance of Soewondo Air Base Medan members are explained in the table in table 7 below:

Table 7. Recapitulation of Multiple Linear Regression Analysis Results

Variable	Information	Regression Coefficient	count	Sig.
X1	Transformational Leadership	0,488	7,691	0,000
X2	Organizational Culture	0,497	18,047	0,000
X3	Human Capital	0,517	21,289	0,000
Constant	0.411			
R2	0.993			
Adjusted Square	R0.983			
F Count	4389.642			
Sig. F	,000			
N	95			

Dependent Variable = Member performance (Y)

Source: Data Processed (2023)

Based on Table 7 above, a multiple linear regression equation can be prepared as follows:
 $Y = 0.411 + 0.488X1 + 0.497X2 + 0.517X3 + e$

The above regression equation shows that the regression constant value is 0.411. This means that the performance of members of Soewondo Air Base Medan would still be the same if the variables (Transformational et al.) were supposed to be constant or mark0. The Transformational Leadership variable has a regression coefficient of 0.488, which means that it has a good effect on the performance of people at the Medan Soewondo Air Base. X1's probability value (0.000) is less than the researcher's mistake level of 0.05 ($\alpha = 0.05$), which is shown by the t-test. The regression coefficient (r^2) for the variable Organizational Culture is 0.497, which means that Organizational Culture has a good effect on how well people at Medan Soewondo Air Base do their jobs. There is a chance that the value of X2 is less than the researcher's error level of 0.05, as shown by the t-test results (0.000). The Human Capital variable has a regression coefficient of 0.517, which means that it has a good effect on the performance of people at the Medan Soewondo Air Base. X3's probability value (0.000) is less than the researcher's mistake level of 0.05 ($\alpha = 0.05$), which is shown by the t-test.

How closely the variables Transformational Leadership (X1), Organizational Culture (X2), and Human Capital (X3) are linked to the variable that is being studied Multiple correlation

coefficient analysis can be used to measure member success (Y). There is a 99.7% correlation between the independent variable (Transformational et al.) and the dependent variable (member success), as shown by the R-value (correlation coefficient of .997a). There is a strong link between the independent factors, as shown in this graph. They were chosen by the researcher and the dependent variable. The adjusted R² value, also known as the coefficient of determination, is 0.983. This means that Transformational Leadership, Organizational Culture, and Human Capital all have a 98.3% effect on member success. The last 1.7% is another element that could have been studied on its own.

Hypothesis Test Results 1

In this study, hypothesis 1 is tested using the F test, which examines the impact of Transformational Leadership, Organizational Culture, and Human Capital variables on the performance of Soewondo Medan air base members. The F test results show a computed F value of 4389.642 with a Sig. F of 0.000. The F Table value (α :DF=nk-1) for $\alpha = 0.05$ and DF = 95 is 0.270. The comparison of Fcount and Ftable reveals that Fcount is bigger (Fcount (4389.642) > Ftable (0.270)—the Sig. F value (0.000) is less than the researcher's error rate of 0.05 or 5%. As a result, the Transformational Leadership variable, Organizational Culture, and Human Capital all have a substantial impact on Soewondo Medan air base members' performance. Thus, Hypothesis 1 can be confirmed.

Hypothesis Test Results II

In this study, hypothesis II is tested using the t-test, which is used to determine the significance of the influence of each (partial) independent variable on the dependent variable. Variable X1 has a t value of 7,691 and a significance (Sig.) of 0.000. Variable X2 has a t value of 18,047 and a significance (Sig.) of 0.000. Variable X3 has a t value of 21,289 and a significance (Sig.) of 0.000. The findings of this study indicate that the independent variables, Transformational Leadership, Organizational Culture, and Human Capital, have substantial (Sig.t) effects on the performance of Soewondo Medan air base personnel. Thus, Hypothesis II can be confirmed.

Hypothesis Test Results III

It is the biggest of the three variables, with an unstandardized coefficient value of 0.517 for the Human Capital variable (X3). The other two variables, Transformational Leadership and Organizational Culture, are also big. So, it is possible to prove Hypothesis III.

3.2. Discussion

The success of transformational leadership members is assessed based on four indicators: Idealized influence, Inspirational motivation, Intellectual stimulation, and Individualized consideration. There are ten questionnaire items in all. Organizational culture assesses member performance using five indicators: Observed behavioral regularities, Norms, Dominant values, Philosophy rules, and Organizational atmosphere, using ten questionnaire items. The performance of human capital members is assessed using four indicators: Individual Skills, Individual Motivation, Work Team Effectiveness, and Leadership. There are a total of eight questionnaire items. Member performance is evaluated based on two indicators: quality and quantity. There are five questionnaire items. Transformational Leadership, Organizational Culture, and Human Capital have a substantial impact on the performance of Soewondo Air Base members in Medan, both collectively and individually. Human capital has a crucial role in influencing the performance of individuals at Soewondo Air Base in Medan.

The concept of Transformational Leadership Idealized Influence is assessed using three questionnaire items: Respect from employees, Trust, and Ability to be a role model. The mean analysis results indicate that Trust had the highest value. This selection signifies strong agreement. The measurement of inspirational motivation in transformational leadership involves two questionnaire items: motivators and goal setting. The mean analysis results indicate that Motivators had the highest value. The option strongly agreed with this. Transformational Leadership Intellectual stimulation is assessed using two questionnaire items: innovative ideas

and problem-solving. The analytical results indicate that the problem solver had the greatest value when measured. The "agree" option signifies this. Transformational Leadership Individualized consideration is assessed using three questionnaire items: career growth, fostering a positive work environment, and interactions with subordinates. The findings of the mean analysis indicate that the maximum value is achieved when measuring the establishment of a positive work environment. The "agree" option signifies this.

Impact of Transformational Leadership on Performance.

Transformational leadership enhances the performance of Soewondo Air Base members in Medan, indicating that effective transformational leadership by a leader leads to improved performance. Work organizational culture has a significant function in enhancing a member's performance. Improving a member's organizational culture will lead to an increase in their performance. The findings of this study align with previous research by Orabi (2016), which determined that transformational leadership positively impacts individual performance. Transformational Leadership is a leadership paradigm that aims to drive employees to improve their performance by emphasizing behavior to facilitate change inside the firm.

Organizational Culture Observed behavioral regularities are measured by two questionnaire items: Members having achievements and Members having promising talents. The means analysis results show the highest score by measuring members as having good talent. The strongly agreed option indicates this. Norms Organizational Culture is measured by two questionnaire items: members' positive mental attitudes toward work situations and members' positive attitudes toward work situations. The means analysis results show the highest value by measuring members' positive attitudes towards the work situation. The agree option indicates this.

Dominant values organizational Culture is measured by two questionnaire items consisting of the team's ability to meet the personal needs of its members and the team's ability to maintain its membership. The means analysis results show the highest value by measuring the team's ability to maintain its membership. The agree option indicates this. Organizational Culture is measured by two questionnaire items: motivators and goal setting. The means analysis results show the highest value by measuring goal setting. The strongly agreed choice indicates this. Organizational Culture Organizational climate is measured by two questionnaire items: interpersonal influence leadership in certain situations and direct influence leadership through communication. The means analysis results show the highest value by measuring interpersonal influence leadership in certain situations. The strongly agreed choice indicates this.

Impact of Organizational Culture on Performance

Enhancements in Organizational Culture at Soewondo Air Base Medan directly impact the performance of its members, leading to improved overall performance. Organizational culture has a partial but considerable impact on member performance. Work organizational culture has a significant function in enhancing a member's performance. Improving a member's organizational culture will lead to an increase in their performance. The research findings align with previous studies by Arianty (2014), Kenedi et al. (2022), which concluded that organizational culture impacts member performance. A strong organizational culture leads to enhanced member performance. Organizational Culture is typically linked to the values, conventions, attitudes, and work ethics that are collectively embraced by all parts of an organization. The factors serve as the foundation for observing employee behavior and their cognitive processes, teamwork, and interactions with the surroundings. A positive corporate culture will enhance organizational commitment and bolster the success of Soewondo Air Base in Medan.

Human Capital Individual Skills are measured by two questionnaire items: This Member works deftly and quickly and meets the requirements or work standards set by the Institution. The means analysis results show the highest score by measuring that this Member works deftly and quickly. The strongly agreed option indicates this. Human Capital Individual Motivation is measured by two questionnaire items: Members being able to complete work within the provisions of work targets and Achievement of work quantity by agency expectations. The means analysis results show the highest value by measuring the Achievement of the quantity of work by the agency's expectations. The agree option indicates this.

Two questionnaire items measure Human Capital Work Team Effectiveness: I am always present on time during working hours and Complete work on time. The means analysis results show the highest value by measuring the team's ability to maintain its membership. The agree option indicates this. Human Capital Leadership is measured by two questionnaire items: interpersonal influence leadership in certain situations and direct influence leadership through communication. The means analysis results show the highest value by measuring goal setting. This is shown by the strongly agreed choice of 54.7%.

Quality member performance is measured by two questionnaire items: This Member works deftly and meets the requirements or work standards set by the Institution. The means analysis results show the highest score by measuring that this Member meets the requirements or work standards set by the Institution. The strongly agreed choice indicates this. Quantity member performance is measured by two questionnaire items consisting of members being able to complete work according to work targets and achieving work quantity per agency expectations. The means analysis results show the highest score by measuring members' ability to complete work according to work targets. The agree option indicates this.

Two questionnaire items measure punctuality member performance: I am always present on time during working hours, and I complete work on time. The means analysis results show the highest value by measuring that I am always present on time during working hours. The agree option indicates this. Member performance Effectiveness is measured by two questionnaire items: Members working diligently to achieve their goals and Members always trying to carry out their duties well. The means analysis results show the highest score by measuring that members always try to perform their duties well. The strongly agreed choice indicates this.

Member performance Efficiency is measured by two questionnaire items: Members always do their work on time, and Members save costs in completing work. The means analysis results show the highest score by measuring whether members always do their assignments on time. This is indicated by the choice of strongly agreeing with the measure.

Impact of Organizational Culture on Performance

Organizational Culture influences the performance of Soewondo Air Base Medan members, which means that if the organizational Culture improves, so will the performance. This suggests that organizational culture has a substantial impact on member performance. According to the statement above, work organizational culture plays a part or influences a member's performance, with raising a member's organizational culture enhancing that member's performance. The results of this research support the research conducted (Paais & Pattiruhu, 2020). This indicates that if the organizational culture improves, so will member performance. Organizational culture is typically defined as the values, conventions, attitudes, and work ethics that each organizational component shares. These characteristics serve as the foundation for monitoring employee behavior, including how they think, collaborate, and interact with their surroundings. If the organizational culture is positive, it will boost organizational commitment and contribute to the success of the Soewondo Air Base in Medan.

4. Conclusion

The research findings indicate that Transformational Leadership has a beneficial and notable impact on the performance of members at Soewondo Medan air base, aligning with the problem's objectives. Instrumental in facilitating the operations of Medan Soewondo Air Base. The performance of Soewondo Medan air base troops is positively and significantly influenced by Organizational Culture. Various traits of individuals also impact performance improvement. Human capital positively and significantly impacts the performance of personnel at Soewondo Medan air base. The importance of workplace comfort and completeness is demonstrated by this issue. Transformational leadership, organizational culture, and human capital have a strong simultaneous impact on the performance of members at Soewondo Medan Air Base. The research conducted a test F, demonstrating that the estimated F value exceeds the F table value and is statistically significant below 0.05, leading to the rejection of the null hypothesis. The acceptance

of Ha indicates that the independent variable has a substantial and meaningful impact on the performance of Soewondo Medan air base members.

The study shows that partially transformational leadership, organizational culture, and human capital positively and significantly impact the performance of members based in Soewondo Medan. Additionally, transformational leadership, organizational culture, and human capital collectively have a positive and significant effect on the performance of members based in Medan Soewondo. Transformational leadership has a significant impact on member performance and should be prioritized. Leaders should focus on organizational culture by promoting innovation and ensuring a results-oriented approach to increase performance. Future researchers are encouraged to utilize this research as a point of reference, focusing on the aspects that impact performance, namely transformational leadership, organizational culture, and human capital.

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