

Transformational Leadership Analysis on Human Resource Performance Through Organizational Culture and Team Work

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Abstract

The performance of human resources is one of the most critical elements in maintaining the continuity of a company's business, one of which is PT. Kereta Api Indonesia (Persero) Operational Area 4 Semarang. The high turnover of leadership in this company is an exciting issue to study in the context of its influence on the company's human resources performance. This study analyzes the impact of transformational leadership, teamwork, and organizational culture on human resources performance using a sample of 132 respondents with a purposive sampling method. The data analysis technique in this study is Structural Equation Modeling (SEM). Therefore, this study finds that transformational leadership positively affects organizational culture, teamwork, and human resource performance. It also indicates that teamwork and organizational culture significantly influence human resources performance. Lastly, this study proves the mediation of teamwork and organizational culture on the influence of transformational leadership on human resource performance at PT. Kereta Api Indonesia (Persero) Operational Area 4 Semarang.

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1. INTRODUCTION

PT. Kereta Api Indonesia (Persero) is a State-Owned Enterprise (BUMN) conducting rail transportation service company in Indonesia. Its vision is to become the best transportation service provider. It also focuses on customer service and meets stakeholders' expectations to run the railroad business and its supporting business. Hence, the Human Resources of PT. Kereta Api Indonesia (Persero) should implement a particular corporate culture to increase human resources performance. Organizational culture shares values or symbols that an organization understands and obeys so members feel like one family (Bass & Avolio, 1993).

The results of preliminary observation interviews with employees of PT. Kereta Api Indonesia (Persero) Operational Area 4 Semarang, totaling ten people, needs help improving employee empowerment. There are still many employees who work only to fulfill working hours. Some employees must still work according to education and job descriptions assigned to related units. So many workers do not work hard because they need to understand.

In the last ten years, the rotation or rotation of positions within PT. Kereta Api Indonesia (Persero) is very high. Strengthening teamwork and organizational culture must be a top priority to support company goals and avoid being easily affected by leadership rotation.

However, there is a phenomenon from program data and actual human resource performance in 2019-2021, there has been a decline between the target and actual human resource performance in 2019 to 2021. This result shows there were problems with human resources performance at PT. Kereta Api Indonesia (Persero) Operational area 4 Semarang during the period.

Table 1. Human Resources Performance Assessment PT. Indonesian Railways (Persero) Daop 4 Semarang in 2019 – 2021

No	URAIAN	2019			2020			2021		
		Bobot (%)	Nilai Capaian	Skor (%)	Bobot (%)	Nilai Capaian	Skor (%)	Bobot (%)	Nilai Capaian	Skor (%)
1	Ketepatan Waktu dalam Bekerja	10	80	8	10	95	10	10	85	9
2	Tanggung Jawab	10	90	9	10	95	10	10	85	9
3	Kerja Sama	5	90	5	5	95	5	5	85	4
4	Kepemimpinan	5	95	4,8	5	90	5	5	85	4
5	Prakarsa	5	90	5	5	90	5	5	90	5
6	Kejujuran	5	85	4	5	80	4	5	85	4
7	Kualitas Kerja	20	65	13	20	80	16	20	70	14
8	Kuantitas Kerja	20	60	12	20	70	14	20	65	13
9	Ketrampilan Kerja	20	60	12	20	75	15	20	70	14
Jumlah		100		72	100		82	100		75

Note: A score of 91-100 was perfect; 81-90.99 was classified as good; 71-80.99 was classified as moderately good; and 61-70.99 was classified as poor.

Source: PT Kereta Api Indonesia (Persero) HR Daop 4 Semarang, 2022

Table 1.1 shows the performance of PT. Kereta Api Indonesia (Persero) Daop 4 Semarang has decreased. The performance appraisal results in 2019 were in the excellent category. It increased in 2020 and became a suitable category for 2021. Human resource performance has decreased and has yet to meet the expectations of companies. So, employers perceive human resources to increase and perform well continually.

Employee performance is significant to achieve its goals (Senen & Triananda, 2016). The human resource factor plays an essential role in the production process because the means of production will only work with the support and presence of human resources (Ismail, 2016). Work discipline is crucial because human resources with work discipline will produce good work quality, work quantity, and working time to improve human resources performance (Wairooy, 2017).

Human resource performance addresses various factors, including the organization's leadership. Motivating transformational leadership and intellectual stimulation can make human resource performance more effective. Employees will work with more significant effort compared to those who work without having cultural values and beliefs. Pawirosumarto et al. (2017) emphasize that

corporate culture affects increasing individual involvement in the organization and a desire to adhere to the company's vision and mission, leading to positive performance.

Employees' success in realizing their performance is closely related to the existence and harmony of the work group. Within the scope of the company or organization, it is essential to align efforts between members. Team success depends on togetherness and coordination among members. Cha et al, (2015) added that team collaboration is a mechanism that can improve organizational performance and performance. The increased employee performance is due to teamwork with a balanced contribution, effective communication, and mutual support between team members (Klaic et al., 2020)

In addition, transformational leadership shapes corporate culture by sharing assumptions and values and accompanying and limiting actions according to what leaders believe (Eliyana et al., 2019). Lasrado and Kassem (2021) add that transformational leadership creates a competitive environment, free from blaming each other when subordinates have differences of opinion with superiors and is rooted in a communication culture.

This research was conducted to answer the inconsistency of previous studies regarding the effect of transformational leadership, teamwork, and organizational culture on human resource performance. This research also used contingency theory and human resources management theory to answer the inconclusiveness of previous research results. Table 2 displays the inconsistent results of previous studies obtained while studying the literature.

Table 2. Research Gap Related to Transformational Leadership, Organizational Culture, Team Work and Human Resource Performance

No	Researcher	Year	Variables				Results
			TL	OC	TW	HR	
1	Eliyana <i>et al.</i> , (2019)	2019	√			√	No Relation
2	Buil <i>et al.</i> (2019)	2019	√			√	Positive significant
3	Akdere dan Egan, (2020)	2020	√			√	Positive significant
4	Sabuhari <i>et al.</i> , (2020)	2020		√		√	Positive significant
5	Pawirosumarto, <i>et al.</i> , (2017)	2017			√	√	Positive and negative significant
6	Soomro dan Shah, (2019)	2019			√	√	Positive significant
7	Sabuhari <i>et al.</i> , (2020)	2020			√	√	No relationship
8	Klaic <i>et al.</i> (2020)	2020	√	√			Positive significant
9	Aldrin dan Yunanto, (2019)	2019	√	√			No significant relationship
10	Lasrado dan Kassem, (2021)	2021	√	√			Positive significant

Source: Data Processed, 2022

Moreover, this study used the organizational culture variable as one of the novelties of this study to help obtain more empirical results regarding the effect of transformational leadership on human resource performance. It aimed to fill the gap in the literature regarding the influence of transformational leadership and employee performance, the majority of which were in the last ten years.

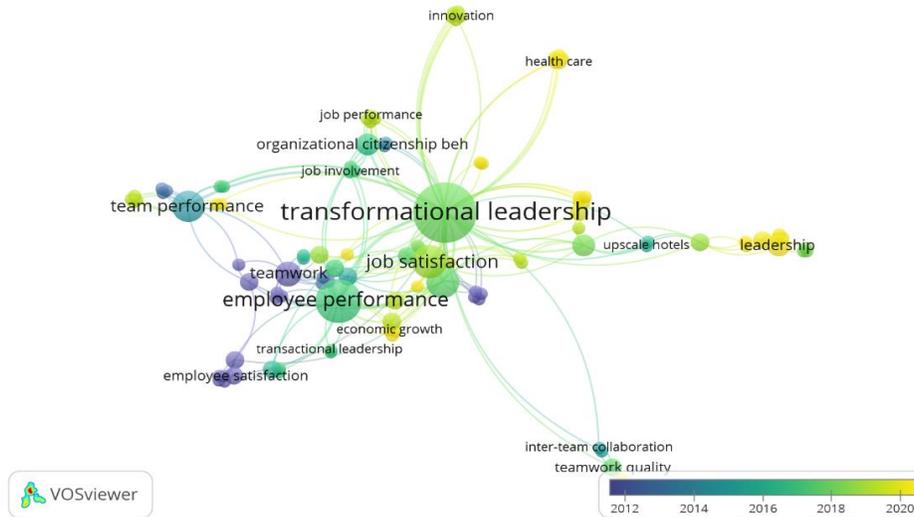


Figure 1. Overlay Analysis of Previous Research

Source: VOSviewer, 2022 (Processed)

Based on the overlay analysis above, this research examining transformational leadership's effect on team work was done in the 2012-2018 timeframe. It was replicated by placing team work as an intervening variable that mediates the effect of transformational leadership on human resource performance. This research will provide more empirical analysis results through a variety of novelties given as an effort to develop studies regarding company efforts in developing human resource performance.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Contingency Theory

Contingency theory is a leader-fit theory which means adapting leaders to the right conditions. Fiedler in Usman, (2016) argues that the leader's performance is determined by their understanding of the situation they lead in an organization. The philosophy of the contingency theory mindset is based on the fact that every organization has its characteristics and faces different problems.

Contingency theory supports the influence of transformational leadership on human resource performance, whereas contingency theory focuses on the law of the situation (Law of The Situation). Leadership is a situation that requires different demands and applications at the time and place (Soekarso, 2015). This theory defines a style of leadership that is adapted to each different situation. In other words, it links leadership styles with contingency factors, namely different situations.

2.2 Human Resources Management Theory

Human resources management theory refers to the core resource that carries out company strategy, takes a role in achieving the goals set by the company, and determines intellectual resources. Hence, the company management can run smoothly and succeed (O'Reilly & Pfeffer, 2000). Modern corporate human resource management has two goals: improving company performance and increasing employee competitive advantages.

Human resources management theory supports the influence of teamwork and organizational culture on human resource performance, where organizational success is influenced by human performance in the organization. They have an essential role in bringing company success through productivity created, individual involvement, and behavior with other individuals. These require good teamwork to achieve optimal results in the company. However, it must also be supported by the conduciveness of existing habits and an organizational culture that supports human resources in achieving optimal performance.

2.3 Performance of Human Resources

Performance is the result of work that employees can achieve individually and in groups within an organization. It includes the authority and responsibilities given by the organization in achieving the organizational vision and mission, and goals with the ability to solve problems according to the specified time (Busro, 2018). The cultural aspects strongly influence employee performance; cultural aspects are proxied by organizational justice and commitment (Haerani et al., 2020). Leadership style can direct subordinates to perform their duties well and motivate and move subordinates to have better competence to achieve a specific performance (Clelland, 2010).

2.4 Transformational Leadership

Bass and Riggio (2005) revealed that transformational leadership is the development of transactional leadership in several conditions. Conceptually, transformational leadership is the leader's ability to change the work environment, work motivation and work patterns, and work values perceived by subordinates so that they are better able to optimize performance to achieve

organizational goals (Buil et al., 2019). Jensen et al. (2020) found that transformational CEOs significantly affect company performance by controlling for company size, location, CEO tenure, and actual company performance. In line with this, Adere and Egan (2020) also found that transformational leadership positively affects a supportive human resource culture through variables that support performance and leader behavior that support the learning process. So, this study arranges the following hypotheses:

H1: Transformational leadership has a positive and significant effect on organizational culture.

H2: Transformational leadership has a positive and significant effect on teamwork.

H5: Transformational leadership has a positive and significant effect on human resource performance

2.5 Organizational Culture

Alvesson (2003) defines organizational culture as how individuals in a group or company think, feel, evaluate and act based on the ideas, ideas, and meanings they believe in and share. Edgar (2004) added that organizational culture is a unique concept accompanied by different definitions that are shared collectively in the corporate environment in the form of cognitions, ideas, symbols of meaning, ideology, values, norms, and expressions as the basis or guidelines for the rules that apply in the company.

Sabuhari et al. (2020), using the SEM-PLS approach, found that organizational culture has a significant positive effect on employee performance at 24 post office branches in Indonesia. Bull et al. (2019) revealed that transformational leadership could influence employee performance by creating a good work climate and culture through work engagement and suitable organizational identification. So, this research arranges the following hypothesis:

H3: Organizational culture has a positive and significant effect on human resource performance

H6: Organization culture mediates the effect of transformational leadership on human resource performance

2.6 Team Work

Teamwork emphasizes effectively collaborating in groups to achieve the goals determined from the start. Collaboration of skills and experience will have an impact on increasing employee productivity (Askari et al., 2020). According to Bell et al. (2018), the quality of teamwork is influenced by trust in co-workers, job enrichment for team members in achieving group goals,

freedom for team members to be more autonomous, trust regarding the roles and responsibilities of team members, and feedback among team members. Research conducted by Lasrado & Kasem (2021) found that organizational excellence and teamwork positively and significantly affect employee performance. So, this study arranges the following hypotheses:

H4: Teamwork has a positive and significant effect on human resource performance

H7: Teamwork mediates the effect of transformational leadership on human resource performance

3. METHODOLOGY

3.1 Sample and Data Collection

This study uses a survey method by collecting sample data to conclude the population. Hair et al. (2014) stated that survey research is conducted on large or small populations, observing sample data taken from that population. In this study, the population was 21 working groups from PT. Kereta Api Indonesia (Persero) Daop 4 Semarang under the passenger transport department, service department, and operational department spread over seven stations with 132 working group members. This study limits respondents to 3 departments, namely the passenger transportation department, the operational department, and the service department, considering that these three departments directly influence passenger service.

This study used purposive sampling to collect data. The technique of assessment sampling is a deliberate participant choice because of their qualities. It is a non-random technique that does not require any underlying theory on number of participants. The researcher addresses what needs and seeks to find people who are willing to provide information based on knowledge or experience (Etika, 2016).

3.2 Measurement

The questionnaire questions in this study were adapted from several variable indicators in previous studies with a five-point Likert scale from 1 (completely disagree) to 5 (completely agree). This research applied 17 questions that have been based on previous research. The questions are prepared on the number of indicators in each variable of this study. Table 3 explains the operational definitions and variable research indicators:

Table 3. Operational Definition and Research Variable Indicators

No	Variables	Indicators
1	<p>Transformational Leadership</p> <p>The ability of leaders to change the work environment, work motivation and work patterns, and work values perceived by subordinates so that they are better able to optimize performance to achieve organizational goals</p>	<ol style="list-style-type: none"> 1. Motivators 2. Trust 3. Can be a role model 4. Goal setting 5. Problem solver 6. Creating a good work environment
2	<p>Organizational Culture</p> <p>Norms of behavior and values are understood and accepted by all members of the organization and are used as the basis for the rules of conduct within the organization.</p>	<ol style="list-style-type: none"> 1. Self-awareness 2. Aggressiveness 3. Personality 4. Performance 5. Team orientation
3	<p>Team Work</p> <p>The collaborative process is demonstrated by mutual responsibility and contribution between team members and individuals who try to maximize their workgroup abilities.</p>	<ol style="list-style-type: none"> 1. Responsibility 2. Contribute to each other 3. Maximum deployment of capabilities
4	<p>The performance of Human Resources is the result of work that employees can achieve, as seen from the quantity of work, quality of work with few errors, and timeliness in carrying out their responsibilities.</p>	<ol style="list-style-type: none"> 1. Quantity 2. Quality and low error 3. Punctuality

Source: Processed Data, 2022

3.3 Research Framework

This study used a survey method by collecting sample data to conclude the population. Hair et al. (2014) stated that survey research is conducted on large/small populations, observing sample data taken from that population. Based on the sample data collected, this study examined the role of organizational culture and work team variables in mediating the influence of leadership style on human resource performance through the hypotheses that have been formulated previously. After

the data is collected, it is processed using statistical methods to test the conceptual models and hypotheses developed/formulated. Figure 2 shows the framework used in this study.

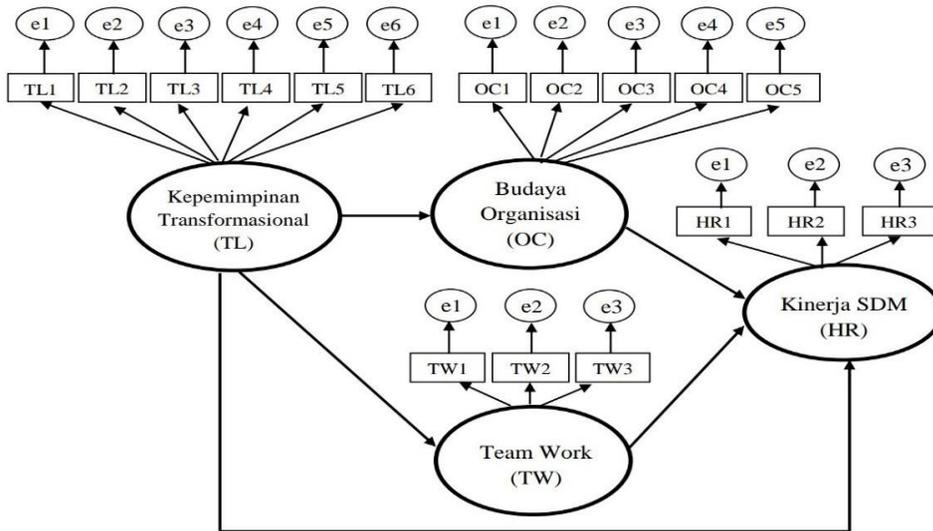


Figure 2. Conceptual Framework

Source: Processed Data, 2022

3.4 Data Analysis

The inferential statistical method in this study will use Structural Equation Modeling (SEM) analysis because the variables in this study are reflective latent variables besides using quite a lot of samples, namely above 100. The first stage is constructing a path diagram to visualize the influence between indicators and their constructs and between constructs, making it easier for researchers to see the model as a whole (as shown in Figure 2). The next step is to convert the path diagram into a path. The structural equation models which state the effect of causality between constructs or variables are:

$$OC = \beta_1 TL + e_1 \dots\dots\dots (1)$$

$$TW = \beta_1 TL + e_2 \dots\dots\dots (2)$$

$$HR = \beta_1 TL + \beta_2 OC + \beta_3 TW + e_3 \dots\dots\dots (3)$$

The next step is an analysis of the goodness-of-fit, which shows no difference in covariance and sample compared to the population covariance matrix, which is estimated using confirmatory factor analysis. According to Ferdinand (2003), the factor loading value is recommended at a level of at least 0.50 if the factor loading value is at least 0.50. Then the indicator of this study is a unidimensional indicator that gives a single dimension of transformational leadership. At the same time, the probability value ≥ 0.05 indicates that the SEM model is worthy of research (goodness of fit). The final step is the evaluation of the SEM model, carried out by testing the classical assumptions consisting of a normality test, outliers test, multicollinearity test, and goodness of fit evaluation.

4. RESULTS

4.1 Testing of Reliability and Validity of the Measurement Mode

A good instrument must meet the requirements for high validity and reliability. Prior to testing the analysis using Structural Equation Modeling (SEM) analysis, it is necessary to distribute questionnaires to 30 respondents to test whether the quality of the instruments used in this study is valid. The results of validity testing with 30 respondents can be explained as follows:

Table 4. Research Instrument Validity Test Results

Item	Correlation Item	Keterangan
Transformational Leadership		
TL1	0,830	VALID
TL2	0,851	VALID
TL3	0,879	VALID
TL4	0,775	VALID
TL5	0,798	VALID
TL6	0,771	VALID
Organizational Culture		
OC1	0,763	VALID
OC2	0,697	VALID
OC3	0,810	VALID
OC4	0,873	VALID
OC5	0,781	VALID
Teamwork		
TW1	0,791	VALID
TW2	0,825	VALID
TW3	0,878	VALID

Human Resource Performance		
HR1	0,752	VALID
HR2	0,822	VALID
HR3	0,890	VALID

Source: Processed Data, 2022

Based on table 4, all indicators have a Correlation Item value of > 0.5 (Ghozali, 2013). Thus, there are six indicators of transformational leadership, five indicators of organizational culture, three indicators of teamwork, and three indicators of human resource performance. The total of 17 indicators are declared valid. The next test is the reliability test of the research instrument, which is shown in Table 5 below:

Table 5. Research Instrument Validity Test Results

Item	Cronbach Alpha	Keterangan
Transformational Leadership		
TL1	0,920	Reliable
TL2	0,920	Reliable
TL3	0,914	Reliable
TL4	0,928	Reliable
TL5	0,925	Reliable
TL6	0,931	Reliable
Organizational Culture		
OC1	0,897	Reliable
OC2	0,910	Reliable
OC3	0,885	Reliable
OC4	0,876	Reliable
OC5	0,891	Reliable
Teamwork		
TW1	0,912	Reliable
TW2	0,881	Reliable
TW3	0,843	Reliable
Human Resource Performance		
HR1	0,934	Reliable
HR2	0,860	Reliable
HR3	0,809	Reliable

Sumber: Processed Data, 2022

Table 5 shows that all indicators have a Cronbach Alpha value of > 0.7 (Ghozali, 2013). So, there are six indicators of transformational leadership, five indicators of organizational culture, three indicators of teamwork, and three indicators of human resource performance. The total of 17 indicators are stated reliable.

4.2 Structural Equation Model (SEM)

SEM in this study was conducted by AMOS 22.0, with outcomes demonstrating Chi-square $\chi^2 = 134,203$, $df = 114$, $Sig. = 0.095 > 0.05$, $\chi^2/df. = 1.108$, $GFI = 0.867$, $NFI = 0.913$, $TLI = 0.983$, $CFI = 0.986$, and $RMSEA = 0.042$. All the results were higher than the suggested goodness-of-fit values (Ferdinand, 2003). The outcomes confirm a good fit for the testing model. Overall, the results of the feasibility testing of this research model are shown in Figure 3 below.

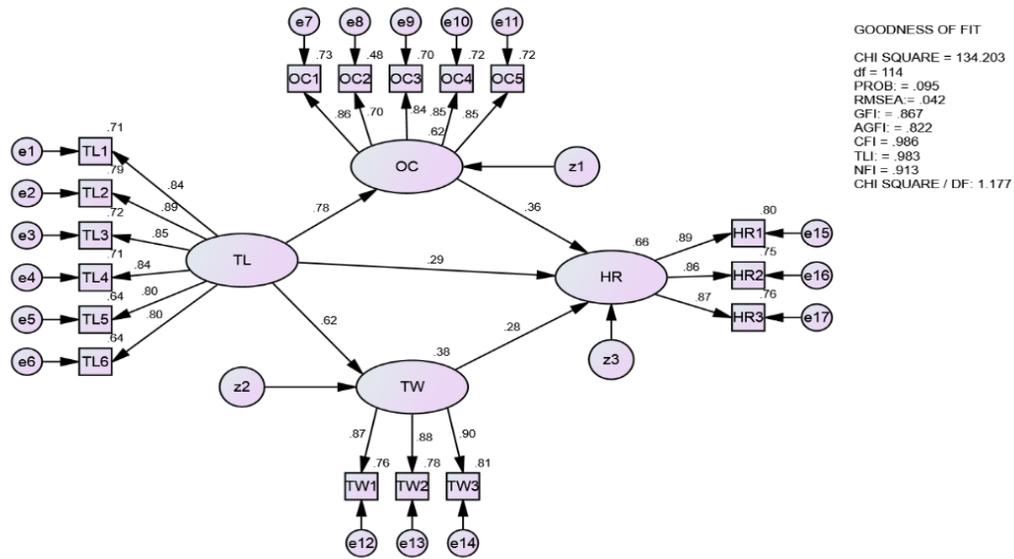


Figure 3. Results of Structural Equation Modeling Analysis

Source: Processed Data, 2022

Table 3 displays the structural model results from the SEM analysis output via the AMOS software. Overall, the estimation results above can be compiled as a summary of the results of testing the research hypothesis, as explained in Table 6 below:

Table 6. Summary of Research Hypothesis Testing Results

Direct Effect Results of Variables Testing					
	Estimate	SE.	CR.	Prob.	Remark
OC ← TL	0,785	0,094	7,602	***	Significant
TW ← TL	0,619	0,116	6,047	***	Significant
HR ← TL	0,293	0,147	2,208	0,027	Significant
HR ← OC	0,363	0,164	2,677	0,007	Significant
HR ← TW	0,280	0,098	2,799	0,005	Significant
Hasil Pengujian Indirect Effect of Variable					
	Estimate	SE	Sobel Statistics	Prob.	Keterangan
HR ← OC ← TL	0,785	0,094	2,139	0,0323	Significance
HR ← TW ← TL	0,619	0,116	2,519	0,0117	Significance

Source: Data Processed, 2022

As the results of SEM analysis, this study succeeded in confirming all seven hypotheses proposed in this study. The direct effect test results show that transformation leadership has been proven to positively and significantly affect organizational culture, teamwork, and human resource performance. Furthermore, it is also known that organizational culture and teamwork also significantly affect employee performance. In the results of the indirect analysis, it has also been proven that organizational culture and teamwork mediate the effect of transformational leadership on improving the performance of human resources at PT. Indonesian Railroad (Persero) Daop 4 Semarang.

5. DISCUSSION AND CONCLUSION

This study indicate that transformational leadership's role is significant in building organizational culture at PT Kereta Api Indonesia (Persero) Daop 4 Semarang, especially the operational, service, and passenger transportation departments. Transformational leadership is proven to increase awareness of human resources in doing and completing work on time, increase aggressiveness at work, and bring a personality culture at work, such as being polite, respectful, and prioritizing the completion of work. This study's results align with research conducted by Lasrado and Kassem (2021), which revealed that transformational leadership positively affects a culture of employee involvement. In the long run, transformational leadership can lead to superior corporate culture. This research also aligns with the findings of Chen et al. (2019), which stated that transformational leadership could solve boredom in work routines and increase subordinates' creativity.

Transformational leadership has also been shown to have a significant effect on teamwork.

The finding is in line with Tabassi et al. (2017) found that transformational leadership improves team performance; Zhang et al. (2011) stated that the type of transformational leader could reduce conflicts that occur within the team leading to higher quality team performance. This study supports previous research conducted by Klačič et al. (2020) revealed that transformational leadership has an essential role in improving group performance through guidance and supervision. Leaders also encourage optimal contributions from each team member, increasing group members' creativity and innovation.

Moreover, this study indicates that organizational culture can significantly improve human resource performance. Its findings align with previous research conducted by Pawirosumaro et al. (2017) that organizational culture influences employee performance. It also in line with research conducted by Soomro and Shah (2019) that in developing countries where economic conditions are very uncertain, human resource behavior is fundamental in influencing company and organizational performance. Soomro and Shah (2019) revealed that organizational culture influences employee performance because of the higher employee commitment to work duties and responsibilities, which leads to satisfaction in the work environment and the organization where they work.

Teamwork also influences improving the performance of human resources. Previous research conducted by Cha et al. (2015) found that team quality significantly affects employee performance. Under this study, the mechanism that occurs within the team is a collaboration mechanism that encourages increased human resource performance in the operational departments, service departments, and passenger transportation departments because of the team's internal factors, having a process of communication, coordination, mutual trust, and cohesion. This research is in line with previous research conducted by Hanaysha (2016) revealed that teamwork affects employee productivity because effective teamwork encourages creativity and expertise in solving problems and increases a high level of adaptation in operational management.

This research answered inconsistencies in previous studies and proved that transformational leadership could encourage human resource performance. The results of this study support previous research that the transformational leadership has a positive effect on employee performance (Naeem & Nawaz, 2017); has a positive effect on Kwan's student study results (2020); stimulates employee learning and improves sales performance (Shannahan et al., 2013). The findings of this study are inconsistent with previous research conducted by Holten et al. (2018) that transformational leadership did not affect employee perceptions which resulted in no change in employee performance, and Eliyana et al. (2019) that transformational leadership does not influence the performance of middle-level managers in the state-owned company PT Pelabuhan III.

This study also examines organizational culture's mediating effect on transformational

leadership's effect on human resource performance. Leadership can improve the performance of human resources both directly and indirectly, namely through improving organizational culture and then having an impact on improving performance. Leaders with participatory, nurturing, bureaucratic, and task-oriented abilities can influence and direct employees to carry out their duties properly to achieve the expected performance. Participative ability can encourage employee involvement, adapt to environmental changes, and work according to standard operating procedures as part of the organizational culture.

Finally, this study found that team work mediates the effect of transformational leadership on human resource performance. Teamwork causes the influence of transformational leadership on human resource performance. These results prove that the seventh hypothesis that teamwork mediates transformational leadership's effect on human resource performance is accurate. The effect of transformational leadership on human resource performance can be strengthened through effective teamwork. Good teamwork can increase the involvement and motivation of team members, as well as optimize the use of human resources.

This study concludes that transformational leadership is essential in improving the factors affecting a company's human resources performance. PT. Kereta Api Indonesia (Persero) Operational Area 4 Semarang needs to realize the importance of implementing transformational leadership to create a good working climate, structured organizational culture, and integrated teamwork of employees to encourage overall human resource performance to boost productivity and support the sustainability of the company's business.

6. RECOMMENDATION

6.1 Theoretical Implications

This study addresses the inconclusive effect between transformational leadership and human resource performance in a state-owned company with a high leader and manager rotation level. The inconclusive effect was due to the influence of teamwork mediation variables and organizational culture. This finding theoretically confirms the contingency theory that companies need not only human resources to obtain high corporate performance. On the other hand, there must be harmonization between the people who drive the company (leadership process) with organizational culture and teamwork collaboration. This research shows that Human resources management at PT. Kereta Api Indonesia (Persero) Daop 4 Semarang is not the primary determinant in improving company performance by high resource performance which impacts decreasing the number of passengers.

6.2 Managerial Implication

Based on testing the hypothesis, the transformational leadership has a positive effect on human resource performance directly. However, the indirect effect of transformational leadership through the intervening variables of organizational culture and teamwork on human resource performance is higher. The results of this research can be suggested to management that the implementation of training and improvement of leadership skills regularly, providing opportunities to continue their education either with university scholarships or at their own expense, and having promotion opportunities for those with potential capabilities. Then, PT. Kereta Api Indonesia (Persero) Operational Area 4 Semarang needs to provide commensurate rewards for employees who have worked for more than ten years. This is important because employees with vast work experience show strong self-efficacy and have experience in their work. Can support performance.

6.3 Limitations and Future Research

This research is still limited to testing the effect of transformational leadership on the performance of human resources with organizational culture, and teamwork becomes a mediating variable. Future research can conduct additional research using OCBC theory to determine the effect of transformational on human resource performance with organizational culture and teamwork as a mediating variable, and the effect of human resource performance on company performance can be seen from the realization of train ticket sales. Further research is expected to add newer supporting exogenous variables and use a more advanced theoretical framework and a broader scope of analysis to provide more empirical research results and be helpful for the development of science.

COMPETING INTERESTS

The authors have no competing interests to declare.

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