

The Effect of Transactional Leadership Style and Organisational Culture on the Performance of PDAM Employees in Luwu Regency

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Abstract: This study aims to examine the effect of transactional leadership style and organizational culture on employee performance at the Regional Water Supply Company (PDAM) of Luwu Regency. The study was motivated by the limited empirical evidence concerning the combined influence of transactional leadership style and organizational culture on employee performance in regional public service organizations. Understanding these relationships is important because leadership practices and organizational culture are considered key factors in improving organizational effectiveness and the quality of public services. This study employed a quantitative approach using a survey method. The research involved all 95 employees of PDAM Luwu Regency through an exhaustive sampling technique. Primary data were collected using a structured questionnaire and analyzed using validity testing, reliability testing, partial hypothesis testing (t-test), and simultaneous hypothesis testing (F-test) with the assistance of SPSS software. The findings indicate that transactional leadership style has a positive and significant effect on employee performance. Organizational culture also has a positive and significant effect on employee performance. Furthermore, transactional leadership style and organizational culture simultaneously have a significant influence on employee performance. These findings suggest that strengthening leadership practices and fostering a supportive organizational culture can contribute to improving employee performance. The results of this study are expected to provide practical insights for PDAM management in developing leadership practices and organizational strategies that support sustainable employee performance improvement and better public service quality.

Introduction

The era of global competition and the increasingly rapid pace of change demands that organisations have high-performing human resources in order to survive and thrive. Employee performance is one of the key indicators for measuring how effective and efficient an organisation is. Leadership style and organisational culture in the workplace are factors that significantly influence employee performance. According to (Arman et al., 2023) human resource management within companies is crucial in the current era of globalisation. The process of recruiting high-calibre employees is known as human resource management (HRM). Effective human resource management can contribute to improved organisational performance and support the achievement of organisational objectives.

Transactional leadership prioritises working relationships based on an exchange between leaders and employees. Leaders offer rewards or punishments depending on how well employees perform. This type of leadership tends to be practical and focused on short-term goals, yet has been shown to boost work motivation in certain situations. In public service organisations such as the Regional Water Supply Company (PDAM), transactional leaders can play a vital role in maintaining discipline, boosting productivity and ensuring that work targets are met.

A strong organisational culture fosters a strong sense of ownership, loyalty and inter-team cooperation. When the organisational culture aligns with the company's vision, employees are more inspired to deliver optimal performance. Organisational culture is a reflection of the values, attitudes and beliefs enshrined in the organisation's mission, objectives and practices (Fauzan et al., 2023). As a regionally owned enterprise, PDAM operates under government regulations. The Ministry of Public Works is responsible for infrastructure and raw water management, while the Ministry of Home Affairs oversees financial administration. Water quality standards are regulated by the Ministry of Health or the relevant authority. These institutional characteristics create unique managerial challenges because PDAM must provide public services while maintaining operational sustainability (Hermanto, 2015).

Performance is the degree of success in carrying out tasks and the ability to achieve set objectives. Good performance is characterised by an increasing number of achievements, high-quality work carried out to the best of one's ability, confidence in completing all tasks and duties, and taking full responsibility for one's tasks and obligations. Employee performance that falls into the 'very good' category is, of course, something every company aspires to achieve. This means that having employees with excellent performance can make it easier for management to lead the company to the next level (Bimo & Anhary, 2026).

PDAM Luwu Regency, as one of the regionally-owned enterprises (BUMD) operating in the clean water supply sector, faces challenges in improving service quality and staff productivity. Customer satisfaction levels, service effectiveness and operational efficiency are significantly influenced by the individual and collective performance of employees. Therefore, it is necessary to investigate further how the transactional leadership style applied by management, as well as the prevailing organisational culture, can influence employee performance within the Luwu Regency PDAM.

This research is important as a basis for providing strategic recommendations to the Luwu Regency Water Supply Company (PDAM) on improving and developing its leadership system and fostering an organisational culture that supports optimal staff performance.

Previous studies have consistently demonstrated that leadership style and organizational culture are important determinants of employee performance. Nevertheless, most of these studies have examined these variables in private companies or general government institutions, where organizational characteristics and managerial practices differ from those of regional public

service enterprises. In addition, many previous studies have focused on the independent effect of each variable, while empirical evidence explaining the combined contribution of transactional leadership style and organizational culture to employee performance in regional water utility companies remains limited. Consequently, the applicability of previous findings to PDAM requires further empirical verification.

As a regional public service enterprise, PDAM operates under organizational conditions that differ from many other institutions because it is responsible for maintaining organizational performance while ensuring the continuity and quality of public services. These characteristics require leadership practices and organizational values that are capable of encouraging employees to achieve organizational objectives without compromising service quality. Therefore, examining the relationship between transactional leadership style, organizational culture, and employee performance within the context of PDAM provides a relevant empirical contribution to the existing literature.

Based on these considerations, this study investigates the influence of transactional leadership style and organizational culture on employee performance at PDAM Luwu Regency. The findings are expected to extend the discussion of human resource management in public sector organizations while providing practical evidence that may support organizational leaders in strengthening leadership practices and fostering an organizational culture that enhances employee performance.

This study employs Organizational Behavior Theory as proposed by Robbins & Judge, (2017), which posits that individual behavior within an organization is shaped by the interaction among individuals, groups, and organizational structures, thereby influencing organizational effectiveness. According to this theory, leadership and organizational culture are key organizational factors that play a crucial role in shaping employee attitudes, motivation, behavior, and performance. In the context of this study, transactional leadership is viewed as capable of enhancing employee performance through the assignment of clear responsibilities, measurable performance standards, and established mechanisms, while organizational culture fosters shared values and behavioral norms that encourage employees to perform their tasks effectively. Therefore, Organizational Behavior Theory serves as an appropriate theoretical framework for explaining the influence of transactional leadership style and organizational culture on employee performance at PDAM Luwu Regency.

Transactional Leadership Style

According to (Raniyah & Nur, 2025), the transactional leadership style focuses on the exchange that takes place between leaders and followers. The transactional leadership style is one in which leaders work by observing and guiding the actions of team members so that they are willing to collaborate and contribute effectively to achieving the organisation's objectives.

Transactional leadership, according to (Yuli Asmara et al., 2023), requires leaders to have a proper understanding of their members' needs and desires, and to offer positive feedback to ensure subordinates remain focused on their tasks. In a transactional relationship, the leader is committed to rewarding subordinates who demonstrate good performance, whilst at the same time issuing threats and taking disciplinary action against those who fail to meet expectations. Transactional leadership can foster stability and order within an organisation, particularly in a structured working environment such as a local company (Pradana et al., 2020).

In the context of the Luwu Regency Water Supply Company (PDAM), the transactional leadership style adopted by management can influence staff motivation through a fair reward system and strict performance monitoring.

Organisational Culture

According to (Lestari et al., 2025), organisational culture is identified as a fundamental component within an institution, acting as a significant determinant of performance. Organisational culture consists of principles held by all members, which are learnt, applied and continuously developed over time. Organisational culture represents a set of values, beliefs and norms internalised by participants within an organisation, which in turn dictate their patterns of interaction and operational methods. Research by (Beads & Bustomi, 2020) shows that organisational culture has an impact on employee performance. The culture within an organisation encompasses: values, norms, beliefs and activities shared by its members, which in turn influence the way they carry out their duties (Marhum et al., 2025). Organisational culture influences how employees act and interact with one another within the organisation, as well as how they cope with change and resolve problems.

A strong organisational cultural environment contributes to unity, loyalty and commitment to the organisation's objectives. Cultural elements such as innovation, teamwork, results orientation and open communication can be key factors in supporting improved employee performance (Kurniati & Rojuaniah, 2023).

According to Rifai and Mansyur Ramli, (2022), a weak organisational culture affects employee satisfaction and performance. It has been demonstrated that an underdeveloped organisational culture leads employees to work with a lack of integrity. At the Luwu Regency Water Supply Company (PDAM), a conducive organisational culture can strengthen teamwork, accountability and a commitment to public service, which will ultimately improve the quality of performance of both individuals and the organisation as a whole.

Employee performance

According to Siti Nur Aisah, (2020), performance is the level of achievement demonstrated by employees. It refers to the results obtained in carrying out assigned responsibilities based on skills, experience, dedication and the time available.

According to (Jamalia et al., 2023), Employee performance is an individual's ability to carry out tasks effectively; the results achieved by an individual or team within an organisation in relation to their rights and responsibilities; or the manner in which employees should behave and act in accordance with their assigned duties. Furthermore, employee performance also serves as a measure for assessing human resources within an organisation (Kurniawan et al., 2025).

Common indicators for measuring employee performance include the quality and quantity of work output, punctuality, discipline, and the ability to work collaboratively. Improving employee performance is crucial to ensuring optimal public service delivery within regional enterprises such as PDAM. Good employee performance will support the achievement of PDAM's vision and mission, particularly in providing clean water services efficiently and equitably to the people of Luwu Regency.

Previous research consistently confirms that leadership style and organizational culture are closely associated with employee performance. However, most of these studies have examined the variables separately or have focused on different organizational contexts, making it difficult to obtain a comprehensive understanding of how both variables jointly influence employee performance within regional public service organizations. Moreover, organizational characteristics may shape the way leadership practices and organizational culture affect employees' work behavior and performance. Therefore, this study extends previous research by examining the simultaneous influence of transactional leadership style and organizational culture within the context of PDAM Luwu Regency. This approach is expected to provide a more

comprehensive understanding of the factors that contribute to employee performance in regional public service organizations.

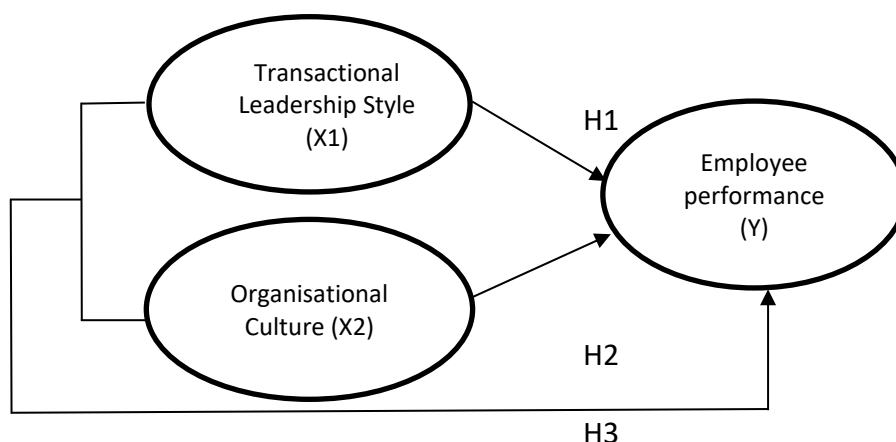


Figure 1. conceptual framework

Transactional leadership emphasizes clear work standards, structured supervision, and reward mechanisms to encourage employees to achieve organizational objectives. According to Organizational Behavior Theory, effective leadership influences employees' attitudes and work behavior, which ultimately affects their performance. Previous empirical studies have also reported that transactional leadership contributes positively to employee performance. Therefore, the following hypothesis is proposed.

H1: Transactional Leadership Style has a positive and significant effect on Employee Performance at Luwu Regency PDAM.

Organizational culture reflects shared values, beliefs, and norms that guide employees in performing their work. A positive organizational culture encourages responsibility, collaboration, and commitment, which are essential for improving employee performance. Previous studies have consistently found that a supportive organizational culture has a positive contribution to employee performance. Therefore, the following hypothesis is proposed.

H2: Organizational Culture has a positive and significant effect on Employee Performance at PDAM Luwu Regency.

Employee performance is influenced by the interaction of various organizational factors. Transactional leadership provides direction, performance expectations, and rewards, while organizational culture creates a supportive work environment through shared values and behavioral norms. The integration of effective leadership practices and a strong organizational culture is expected to enhance employee performance more effectively than either factor alone. Therefore, the following hypothesis is proposed.

H3: Transactional Leadership Style and Organizational Culture have positive and simultaneous effects on Employee Performance at PDAM Luwu Regency.

Research method

Type of Research

This study employed a quantitative research approach using a survey design to examine the influence of transactional leadership style and organizational culture on employee performance at the Regional Water Supply Company (PDAM) of Luwu Regency. A quantitative approach was selected because it enables the measurement of relationships among research

variables using numerical data and statistical analysis. The survey design was considered appropriate because it allows data to be collected directly from respondents through structured questionnaires, providing empirical evidence to test the proposed hypotheses.

Research Location and Time

This research was conducted at the Regional Water Supply Company (PDAM) of Luwu Regency, South Sulawesi, Indonesia. The research site was selected because it represents an appropriate setting for examining the influence of transactional leadership style and organizational culture on employee performance. The study was conducted over a two-month period, during which the researcher obtained research permission, distributed the questionnaires, collected the completed responses, and prepared the data for statistical analysis.

Population and Sample

The population in this study comprised all employees of the Regional Water Supply Company (PDAM) of Luwu Regency, totaling 95 employees. As the research focused exclusively on employees of PDAM Luwu Regency, all members of the population were eligible to participate in the study.

A sample represents a subset of the population selected to represent the characteristics of the entire population. Considering that the total population consisted of only 95 employees, this study employed a saturated sampling (total sampling) technique, in which all members of the population were included as research respondents. Therefore, the sample size was identical to the population, comprising 95 respondents.

Data Collection Techniques

The data collection technique employed in this study was a questionnaire. The questionnaire was used to obtain primary data directly from employees of the Regional Water Supply Company (PDAM) of Luwu Regency regarding transactional leadership style, organizational culture, and employee performance. It consisted of a series of structured statements developed based on the research indicators and was distributed to all respondents to collect the information required for the study.

Research Instrument

The research instrument used in this study was a structured questionnaire developed based on the indicators of each research variable presented in the literature review. Transactional leadership style was measured using six indicators, organizational culture was measured using seven indicators, and employee performance was measured using seven indicators. All questionnaire items were assessed using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument was developed based on relevant theories and previous empirical studies as described for each variable.

Validity Test

The validity test was conducted to determine whether each questionnaire item was capable of measuring the intended research variable accurately. According to (Suwadi et al., 2024), validity testing is used to evaluate the effectiveness of questionnaire items in measuring the variables under study. A questionnaire item is considered valid if it is able to accurately represent the construct being measured and meets the predetermined validity criteria.

Reliability Test

The reliability test was performed to assess the consistency of the research instrument in measuring the research variables. According to Irfan (2019), a reliable instrument consistently produces stable measurement results under similar conditions. In this study, reliability was evaluated using Cronbach's Alpha, and the instrument was considered reliable when the Cronbach's Alpha coefficient exceeded 0.60.

T-Statistic Test (Partial)

The partial test (t-test) was employed to determine the individual effect of each independent variable on the dependent variable. According to Sugiyono (2018), the t-test is used to examine whether an independent variable has a statistically significant partial effect on the dependent variable. A variable is considered to have a significant effect when the significance value is less than 0.05.

F-Statistic Test (simultaneous)

The simultaneous test (F-test) was conducted to determine whether the independent variables jointly influenced the dependent variable. According to Suwadi et al. (2024), the F-test evaluates the simultaneous effect of all independent variables on the dependent variable by comparing the calculated F-value with the critical F-value at a significance level of 0.05. A significant result indicates that the independent variables collectively affect the dependent variable.

Results and discussion

Validity Test Results

According to Sugiyono (2016:177), as cited in the study (Maszudi et al., 2021), validity testing measures the extent to which the empirical data inherent in the research object corresponds to the data successfully collected by the researcher. The purpose of conducting this validity test is to verify whether the data obtained is valid and representative, in accordance with the instrument used, namely the questionnaire. An item is deemed valid if the calculated *r* value is greater than the table *r* value. Conversely, if the calculated *r* is lower than the table *r*, the item is considered invalid. This validity test procedure was carried out using SPSS software with the participation of 95 respondents. The results showed a table *r* value for *N* = 95 at a significance level of 5% (0.05) of 0.201.

Table 1. Validity Test Results

Variable	No item	Calculated <i>r</i>	Table <i>r</i>	Notes
Transactional Leadership Style (X1)	Statement X1.1	0,581	0,201	Valid
	Statement X1.2	0,571	0,201	Valid
	Statement X1.3	0,782	0,201	Valid
	Statement X1.4	0,643	0,201	Valid
	Statement X1.5	0,768	0,201	Valid
	Statement X1.6	0,651	0,201	Valid
Organisational Culture (X2)	Statement X2.1	0,539	0,201	Valid
	Statement X2.2	0,716	0,201	Valid
	Statement X2.3	0,738	0,201	Valid
	Statement X2.4	0,582	0,201	Valid
	Statement X2.5	0,747	0,201	Valid
	Statement X2.6	0,592	0,201	Valid
	Statement X2.7	0,716	0,201	Valid

Variable	No item	Calculated r	Table r	Notes
Employee performance (Y)	Statement Y1	0,425	0,201	Valid
	Statement Y2	0,478	0,201	Valid
	Statement Y3	0,450	0,201	Valid
	Statement Y4	0,869	0,201	Valid
	Statement Y5	0,548	0,201	Valid
	Statement Y6	0,841	0,201	Valid
	Statement Y7	0,869	0,201	Valid

Source: Processed data 2025

Based on the analysis of the validity test results presented in the table above, the r-table value is set at 0.201; a result is considered valid if the calculated r-value exceeds the r-table value, whereas it is deemed invalid if the calculated r-value is lower than the r-table value. This validity test was conducted using SPSS with a sample of 95 respondents, resulting in an r-table value of 0.201 for n=95 at a 5% significance level (0.05). Therefore, it can be concluded that the items representing the variables of Transactional Leadership Style, Organizational Culture, and Employee Performance are valid.

Reliability test

Reliability testing is used to determine the level of consistency and reliability of a research instrument in measuring a variable. A variable is considered reliable if the Cronbach's Alpha coefficient value is greater than 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Threshold value	Notes
Transactional Leadership Style (X1)	0,746	0,60	Reliable
Organisational Culture (X2)	0,785	0,60	Reliable
Employee performance (Y)	0,751	0,60	Reliable

Source: Processed data 2025

Based on the reliability test results in the table above, the reliability test outcomes for each variable item show Cronbach's Alpha values exceeding the threshold of 0.60. The Transactional Leadership Style variable (X1) obtained a Cronbach's Alpha value of 0.746, the Organizational Culture variable (X2) scored 0.785, and the Employee Performance variable (Y) scored 0.751. Consequently, all research instruments used can be considered reliable, demonstrating a good level of consistency.

Partial Test (T-Test)

The T-test is used to test the effect of an independent variable on a dependent variable. The test is conducted by comparing the calculated t-value with the table t-value, or by examining the significance level for each calculated t-value.

Table 3. Results of the t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9,000	2,479		3,630	0,000
Transactional Leadership Style (X1)	0,234	0,062	0,314	3,769	0,000
Organisational Culture (X2)	0,502	0,084	0,500	6,006	0,000

Source: Processed data 2025

The t-test aims to test the effect of the independent variable on the dependent variable. The test is carried out by comparing the calculated t-value with the table t-value, or by checking the significance level for each calculated t-value.

1. For the Transactional Leadership Style variable, a significance value of $0.000 < 0.05$ and a calculated t-value of $3.769 >$ the table t-value of 1.662 were obtained; this can be considered significant, indicating that the Transactional Leadership Style variable (X1) has a positive and significant influence on the Employee Performance variable (Y).
2. For the Organisational Culture variable, a significance value of $0.000 < 0.05$ and a calculated t-value of $6.006 >$ the table t-value of 1.662 were obtained; this can be accepted, indicating that the Organisational Culture variable (X2) has a positive and significant influence on the Employee Performance variable (Y).

Simultaneous Test (F-Test)

A simultaneous test to determine whether the independent variables collectively influence the dependent variable. The criteria for the F-test are that the calculated F-value is greater than the table F-value, and the significance level is less than 0.05.

Table 4. Results of the F-test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	240,724	2	120,362	43,91	0,000
Residual	252,181	92	2,741	0	
Total	492,905	94			

Source: Processed data 2025

The table above shows that the p-value is 0.000, which is less than 0.05. For this study, the table F-value was determined to be 3.095. The calculated F-value is 43.910, which is greater than the table F-value of 3.095. It can be concluded that H3 in this study indicates a simultaneous effect of variables X1 (Transactional Leadership Style) and X2 (Organisational Culture) on Y (Employee Performance).

Discussion of research findings

1. The Effect of Transactional Leadership Style on Employee Performance

The research findings indicate that H1 is accepted, namely that Transactional Leadership Style has an effect on Employee Performance at PDAM Luwu Regency. This suggests that the implementation of a reward system, supervision and clarity of tasks can encourage employees to work more effectively in achieving organisational targets. These findings are consistent with

the research by (Pradana et al., 2020), which states that transactional leadership style has a positive influence on employee performance. Furthermore, a study (Kurniawan et al., 2025) also states that leadership style influences employee performance. Although using a transformational leadership approach, both studies demonstrate that leadership is a key factor in enhancing employee performance.

These findings indicate that the implementation of transactional leadership within PDAM Luwu Regency contributes to improving employee performance through clear task direction, performance monitoring, and a reward system based on work achievement. Employees tend to perform more effectively when expectations and responsibilities are clearly communicated and when good performance receives appropriate recognition. This finding is consistent with Organizational Behavior Theory, which suggests that leadership practices influence employee attitudes and work behaviour, ultimately contributing to higher organizational performance.

2. The Influence of Organisational Culture on Employee Performance

The research results indicate that H2 is accepted, namely that organisational culture influences employee performance at PDAM Luwu Regency. These findings suggest that organisational values, teamwork and a strong commitment to work are capable of creating a conducive working environment, thereby enhancing employee performance. The findings of this study are consistent with those of (Ananda et al., 2023), (Rifai, Mansyur Ramli, 2022) dan (Yuli Asmara et al., 2023) which demonstrate that organisational culture has a positive and significant effect on employee performance.

The positive effect of organizational culture indicates that shared organizational values and norms encourage employees to work collaboratively, maintain discipline, and remain committed to organizational objectives. A supportive organizational culture creates a work environment that facilitates effective communication and teamwork, enabling employees to perform their responsibilities more efficiently. This finding supports the view that organizational culture serves as a behavioural guide that influences employee performance.

3. The Influence of Transactional Leadership Style and Organisational Culture on Employee Performance

The research findings indicate that H3 is accepted, namely that Transactional Leadership Style and Organisational Culture jointly influence the performance of employees at the Luwu Regency Water Supply Company (PDAM). This implies that improvements in employee performance are influenced by effective leadership styles and a strong organisational culture. This finding is consistent with studies by (Pradana et al., 2020) and (Lestari et al., 2025) which state that transactional leadership style and organisational culture, when combined, can significantly improve employee performance.

Furthermore, these findings indicate that employee performance is not only influenced by leadership practices but also by the organisational environment in which employees carry out their work. In the context of PDAM Luwu Regency, transactional leadership provides clear direction, supervision, and performance-based rewards, while a supportive organisational culture encourages cooperation, discipline, and commitment among employees. The interaction of these two factors creates a more conducive work environment, enabling employees to perform their duties more effectively. These findings are in line with Organisational Behavior Theory, which explains that employee behaviour and performance are shaped by both leadership practices and organisational culture.

Conclusion

Based on the results of the analysis and discussion of this study, it can be concluded that the transactional leadership style has a positive and significant influence on the performance of employees at PDAM Luwu Regency. This means that the better this leadership style is implemented, the more likely employee performance is to improve. Furthermore, organisational culture has also been shown to have a positive and significant influence on employee performance. This indicates that a working environment characterised by sound values, norms and practices can foster more optimal performance improvements. Collectively, transactional leadership style and organisational culture exert a significant influence on employee performance. Consequently, these two factors are crucial elements that must be addressed in efforts to enhance the quality of employee performance at PDAM Luwu Regency.

The findings of this study provide practical implications for the management of PDAM Luwu Regency. Since transactional leadership style and organisational culture were found to significantly influence employee performance, management is encouraged to strengthen leadership practices by providing clear work direction, conducting regular performance evaluations, and implementing a transparent reward system based on employees' achievements. In addition, reinforcing organisational culture through effective internal communication, teamwork, and the internalisation of organisational values is expected to enhance employee commitment and support continuous improvements in organisational performance.

This study has several limitations. First, the research was conducted only at PDAM Luwu Regency, limiting the generalisability of the findings to other organisations. Second, this study examined only transactional leadership style and organisational culture as factors influencing employee performance. Future studies are recommended to involve a broader research setting and include additional variables, such as work motivation, job satisfaction, organisational commitment, or employee engagement, to provide a more comprehensive understanding of the factors affecting employee performance.

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