

Original Research Article

The Role of Transformational Leadership and Organizational Culture in Creating the Performance of TNI – AU Members

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Abstract: This research aims to describe transformational leadership, organizational culture, human capital, and the performance of TNI-AU members. The location of the research was conducted in Iswahjudi Air Force Base Magetan. The data analysis technique in this study uses descriptive analysis. The study results found that empirically, transformational leadership is a form of ability that includes creativity, performance, energy, analytical, visionary, empowering, and community building. Transformational leadership has a major impact on achieving the goals of an organization. Organizational culture is contributed by innovation, orientation, aggressiveness, and stability. These four indicators have provided a positive reflection on organizational culture or have reflected organizational culture on values or belief systems, symbols, and habits that have developed that are adopted in the organization. It is expected that for the organization and headquarters of the TNI-AU, the results of the study can improve their performance by looking at the influence of transformational leadership and organizational culture on individual performance through human capital in TNI-AU members, as well as being input in formulating organizational policies to improve individual performance and organizational performance through organizational culture and human capital factors.

Keywords: Transformational Leadership, Organizational Culture, Performance, TNI-AU.

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1. INTRODUCTION

The issue of employee performance and competitive advantage has been present in the business strategy literature, however, recently there has been a shift in emphasis from the external position in the industry and the balance of competitive forces towards a recognition that internal resources are seen as critical to sustained effectiveness (Wright *et al.*, 2001). Mayo (2000) established the importance of organizations building a set of valuable resources and combining them in unique and dynamic ways to develop organizational success.

Performance is the quality and quantity a person produces in carrying out their functions and responsibilities. Employee performance excellence is very important because with the quality of performance, an organization can measure the extent to which employees can support organizational goals, and a leader can choose the right employee to occupy a certain position objectively to improve performance (Zeffane & Melhem, 2017). Employee performance is very

important because an employee's performance in an agency will determine the effectiveness of the agency's performance. If employee performance is not good, the organization's performance will also be bad. Likewise, if employee performance is good, the organization's performance will also be good (Mulyono, 2012).

Good employee performance affects the overall performance of the company, if the performance is low, then it will reflect low work morale, which is marked by a decrease in work enthusiasm and passion (Robbins & Judge, 2012). Good performance will affect the level of productivity and goals expected by the organization. Furthermore, these performance factors can affect the organization's quantity, quality, and timeliness in achieving goals.

This research describes transformational leadership, organizational culture, human capital, and member performance. The results of this study are expected to contribute academically, which is useful for the TNI-AU base in improving its performance by

looking at the role of transformational leadership and organizational culture in creating a performance in TNI-AU members, as well as practical contributions as a reference to deepen human capital theory and full range leadership theory as intangible assets for an organization in a military context to discuss in more detail about member performance, thus the benefits of human capital theory and *full range leadership theory* as recognition of human resources that are considered important to create sustainable military organizational effectiveness.

2. LITERATURE REVIEW

The influence of transformational leadership and organizational culture on performance through human capital is based on human behavior theory, which refers to a series of concepts and principles used to understand human behavior, especially individual performance. This theory includes various approaches and disciplines, including psychology, sociology, anthropology, and other social sciences. Human behavior theory aims to explain, predict, and sometimes change human behavior.

Some general concepts in human behavior theory involve understanding the factors influencing behavior, motivation, individual development, social interaction, and the environment. Human behavior theory involves understanding cognitive processes and how people process information to form understanding and decision-making, understanding that behavior can be learned through stimulus and response and reinforced or punished, highlighting the role of psychological conflict and unconscious influences in shaping behavior.

Human behavior theory is the stated potential and capacity (mental, physical, and social) of individuals or groups to respond to internal and external stimuli throughout life. Kagan *et al.*, (2019) explained that behavior is driven by genetic and environmental factors influencing a person. Behavior is also driven by thoughts and feelings that provide insights such as attitudes and values. Psychological traits shape human behavior because personality types vary from person to person, resulting in different actions and behaviors.

Human behavior is important and needs to be understood well because it is found in every aspect of human life. Human behavior does not stand alone human behavior includes two components, namely attitude or mentality and behavior. Attitude or mentality is inherent in humans. Mentality is interpreted as a human reaction to a situation or event, while behavior is a certain action of humans as a reaction to the situation or situation faced (Kagan *et al.*, 2019).

According to Robbins & Judge (2012:555), individual performance is the quality and quantity of results achieved by a person in carrying out his duties based on the responsibilities given to him, thus performance is the quality and quantity of work results

achieved by an employee in carrying out his duties by the responsibilities given to him.

Miner (2005) put forward four indicators that can be used as benchmarks in performance assessment: a) Quality, namely the level of errors, damage, and accuracy. b) Quantity, namely the amount of work produced. c) Use of time in working, namely the level of absence, lateness, and effective working time. d) Cooperation with others in working. According to Miner (2005), there are several indicators for measuring employee performance individually, including work quality, work quantity, punctuality, and cooperation.

Work quality is the standard quality, ability, and work results produced by members of an organization. Work quantity is the quantity of work results produced by members of an organization in a certain period. Timeliness is the ability of members of an organization to complete tasks or obligations on time. Effectiveness is defined as the ability or skill of members to achieve organizational results or goals.

According to Kasmir (2016), factors that influence employee performance are expertise and ability, or a person's skills in adjusting to work. Employees feel happy or enjoy their duties so that the results of their profession are successful. Other factors influencing performance are work motivation, including the comfort of the activity area, such as rooms, layouts, tools, and adequate infrastructure.

Good focus is important for people to organize and effectively utilize their abilities in a maximum way when carrying out activities or achieving goals. For Mathis & Jackson (2006), employee performance is a success in achieving its goals, there are 3 important aspects, namely individual employee expertise, which includes ability, attention, and character aspects. Level of expertise is the material owned by an employee in the form of insight, description, expertise, interpersonal skills, and technical skills.

Administrative performance is related to the administrative performance of the organization, including the administrative structure that regulates the relationship of authority and responsibility of people who occupy positions or work in work units within the organization. Operational performance is related to the effectiveness of each resource the organization uses and the ability to use human resources that work on it effectively.

One of the reasons explaining the important role of organizational culture, according to Parker & Bradley (2000), is the assumption that organizational culture can lead to increased organizational performance. In their research, Ahmed & Shafiq (2012) found that contributors who can improve the organization's sustainability based on effectiveness are needed for organizational

development. Norms, values, and visions contribute to the improvement of organizational culture.

The definition of organizational culture as organizational culture can be defined as "the collective programming of the mind that distinguishes the members of one organization from others. In line with that, Robbins & Judge (2013) also defined organizational culture as a system of shared meanings held by members that distinguishes the organization from other organizations.

Organizational culture can be defined as the collective programming of the mind that distinguishes members of an organization from one another. Since there are cultural differences in different regions, it is important to have national, international, and multicultural awareness to conduct cultural introspection of each individual. Cultural differences reveal differences in thinking, social actions, and even expected behavior.

Schraeder *et al.*, (2005), also agree that organizational culture is holistic, soft, difficult to change, has a historical basis, and is socially constructed. Another definition of organizational culture by Schraeder *et al.*, (2005) is that organizational culture influences almost all aspects of organizational life, from the way people interact, do their jobs, how they dress, the types of decisions they make, the policies and procedures their organizations make, and other strategic considerations.

Schraeder *et al.*, (2005) stated that the formation of organizational culture is not a random event, or created only based on the personality of the organization's founders. At a more significant level, organizational culture is formed as an internal reaction to external imperatives. Observing organizational culture is a product that successfully adapts to the environment and, consequently, rejects changes that would disrupt the harmonious relationship of organizational culture with the environment. Because if there is a change in the environment, then a culture change is also needed.

Robbins & Judge (2013) concluded that organizational culture contains seven characteristics that organizational members must understand in terms of behavior: innovation and risk-taking, attention to detail, result orientation, individual orientation, team orientation, aggressiveness, and stability. Another perspective on organizational culture is the existence of unique tendencies for certain organizations. Organizational culture consists of objective and subjective dimensions. Organizational culture is related to traditions, beliefs, and shared expectations about organizational life. This is a strong determinant of individual and group behavior. Organizational culture affects almost all aspects of organizational life, from how employees interact with each other, clothing models,

types of decisions made in the company, organizational policies and procedures, and strategic considerations used.

With a system built by organizational culture, employees can be helped to determine and make decisions and think about efforts for the organization's sustainability in the workplace. Maamari & Saheb (2018) said that organizational performance highly depends on organizational culture. The fact that attitude is part of organizational culture and part of employee performance will straighten out the relationship between organizational culture and performance. The relationship between belief, participation, and performance is associated with organizational culture.

The simplicity of the organizational structure and the excessive flexibility of the position function in an adhocracy, with the duties and responsibilities of each position not being interrelated, make adhocracy suitable only for facilitating the implementation of programs with a short duration of activity. In their research, Lok & Crawford (2004) stated that human mental abilities that help improve thinking and decision-making depend on organizational culture. Organizational culture can influence how a person sets individual or professional goals, carries out activities, and allocates resources to achieve these goals.

Kreitner & Kinicki (2005) stated that organizational culture can be described similarly. Patterns of beliefs, symbols, rituals, and myths that develop over time are the glue that states the organization. Organizational culture measurement can use indicators tested in previous studies, namely innovation, orientation, aggressiveness, and stability (Kreitner & Kinicki, 2005).

Innovation is the ability to find something new and update the organization. Orientation is the quality of orientation toward the organization's interests and helps members adapt to different environments. Aggressiveness is an attitude or behavior that is aggressive and competitive when developing work tasks. Stability is organizational stability or not experiencing many behavioral changes.

Molenveld *et al.*, (2021) found that government organizations with strong support from organizational culture will be highly responsive to customer needs. The organization will also avoid providing service quality that makes customers feel dissatisfied.

According to Molenveld *et al.*, (2021), in the current era, the concept of culture is used in the concept of organization. Organizational culture can consist of two important elements of a social group, structural stability of several people and assimilation of individual behavior in good standards. According to Molenveld *et al.*, (2021), organizational norms and values have a

major impact on which are completely devoted to the organization. According to him, norms cannot be seen, invisible, or intangible. However, if the organization wants to increase profits and productivity, then the norms of pre-existing employees can be considered for use.

According to Schraeder *et al.*, (2005), organizational culture is often difficult to define because many aspects of culture are intangible, invisible, and cannot be seen. Despite these difficulties, most parties agree that organizational culture is central to the functioning of organizations. There is also agreement among organizational researchers that organizational culture is holistic, soft, difficult to change, has a historical basis, and is socially constructed.

Organizational culture is very important in building organizational performance. Culture consists of several combinations of expressive symbols, or forms, values and beliefs, and basic assumptions held by organization members about appropriate behavior (Detert *et al.*, 2000: 851).

3. RESEARCH METHODS

3.1 Research Design

This research is included in causal associative research with a qualitative approach. According to Sanusi (2011:14), Causal associative research is a research design designed to examine the possibility of a causal relationship between variables. This research will explain the relationship between influencing and being influenced by the variables to be studied.

3.2 Research Location

The research location is the object of research where the research is conducted. In this study, the location used to conduct research is the Iswahjudi Magetan Air Force Base.

3.3 Population and Research Sample

A population is a collection of elements that show certain traits/characteristics that can be used to conclude (Chandrarin, 2017). The population in this study were all members at the Iswahjudi Air Force Base / Air Force Base Magetan with 19 work units with the rank of non-commissioned officers and privates totaling 1159 members, this is because work activities largely determine member performance in supporting performance at the non-commissioned officer and private level which at the same time the number of members at this level dominates compared to other positions to measure performance at the Iswahjudi Air Force Base / Air Force Base Magetan.

3.4 Validity and Reliability Test

Validity test, according to Arikunto (2013: 211), validity is one of the measurements that can show the levels of validity or validity of an instrument. A valid instrument can mean a measuring instrument used to obtain data (measure) whether it is valid. This validity

test uses Pearson product-moment, which aims to find a statistical solution regarding the closeness (strength-weakness) of the relationship between two variables, namely the independent variable and the dependent variable. The formula that can be used in measuring the correlation value with Pearson product-moment is as follows:

$$\tau_{xy} = \frac{n \sum xy - \sum x \sum y}{\sqrt{n \sum x^2 - (\sum x)^2} \cdot \sqrt{n \sum y^2 - (\sum y)^2}}$$

Information:

τ_{xy} = correlation coefficient

x = item score

y = total score

n = number of subjects

The basis for decision-making in validity testing is:

- If the calculated r value > r table, then the data can be stated as valid.
- If the calculated r value < r table, then it can be stated that the data is invalid.

A reliability test is a reliable instrument for use as a data collection tool because the instruments are good (Arikunto, 2013). A good instrument will not be tendentious or direct respondents to choose certain answers. Reliable instruments will produce reliable data. A reliable instrument means that the instrument must be good to reveal reliable data. A tool to measure reliability is alpha Cronbach.

In this test, it is reliable if the calculated alpha is greater than 0.60 where the decision-making criteria for the reliability test are if $\alpha \geq 0,60$ it means the instrument reliable, when $\alpha < 0.60$, it means the instrument is not reliable. The following is the reliability formula with the Cronbach alpha method described below:

$$\tau_{11} = \left(\frac{n}{n-1} \right) \left(1 - \frac{\sum \sigma_{t^2}}{\sigma^2} \right)$$

Information:

τ_{11} = reliability

n = number of statement items

$\sum \sigma_{t^2}$ = sum of the variance of scores for each item

σ^2 = total variance

The basis for decision-making in validity testing is that a variable is said to be reliable if Cronbach's alpha value > 0.60.

3.5 Data Analysis Techniques

The analysis technique uses descriptive analysis, which can be carried out to assess characteristics using descriptive statistics such as

average, median, mode, standard deviation, variance, and others.

4. RESULTS AND DISCUSSION

4.1 Research Results

Iswahjudi Air Force Base (Lanud Iswahjudi) is located in Magetan City, East Java Province. Lanud Iswahjudi is one of the air bases owned by the Indonesian Air Force (TNI AU), which has an important role in Indonesian air defense. The following is a general description of Lanud Iswahjudi. Lanud Iswahjudi is a strategic location for national defense. This base has good access to the eastern region of Indonesia and the Java Sea.

The base plays a major role in supporting the TNI AU's military operations, including air defense operations, pilot training, and aircraft maintenance. Iswahjudi Air Base has various facilities and infrastructure, including runways, aircraft hangars, training centers, and aircraft maintenance facilities. The base also plays an important role in the education and training of TNI AU personnel. Many TNI AU schools and training centers, including flight schools, are located here.

Iswahjudi Air Base, one of the largest air bases in Indonesia, also plays a role in international relations, especially in terms of military cooperation with other countries. Iswahjudi Air Base supports Indonesia's air defense operations. This includes monitoring, surveillance, and actions to maintain national air security. This base may cooperate with aircraft manufacturers or companies in aircraft maintenance and technology development.

Iswahjudi Air Base also economically impacts the surrounding area through job creation and cooperation with local businesses. Iswahjudi Air Base is consistently committed to training quality TNI AU personnel and maintaining the security of Indonesian airspace. All air bases in Indonesia have an important role in national defense and air security. They work together to ensure national air security and maintain Indonesian military readiness.

The results of the research that has been done, in the form of analysis, are on validity and reliability, where the instrument's validity is used to explore the data tested using confirmatory factor analysis and the research results. Based on the results of the validity test, all questionnaire items have a significant level of validity, as indicated by the Kaiser-Meyer-Olkin (KMO) value for all variables having a value (p) of 0.000. In addition, the results of the instrument reliability test also show high values in all variables with a Cronbach's alpha value greater than 0.70.

Transformational leadership is required for the Indonesian Air Force to produce transformation reflected

by changes at each activity stage. Transformational leadership activities to improve human capital and performance are constructs (latent variables) built from seven observation indicators: creative, performer, energetic, analytical, visionary, empowering, and community builder.

The results of the transformational leadership variable have an average value of 4.44, reflecting that transformational leadership in the Indonesian Air Force can transform. The creative indicator in developing an organization has the highest average value of 4.51, and the analytical and empowering indicators in developing an organization are 4.45. The next indicator is energetic, and community builder at 4.44, and the lowest indicator is performer and visionary at 4.41 and 4.39.

Transformational leadership variables with creative indicators in developing organizations have an average value of 4.51, as obtained from the statement items of having creativity and intelligence, which have the same value of 4.51. The analytical indicator in working has an average value of 4.45 obtained from the statement of being careful in giving work with a value of 4.49 in the first order and accurate in carrying out work with a value of 4.42 in the second order.

The empowering indicator in running an organization has an average value of 4.45, as obtained from the statement of being able to act decisively at 4.47 in the first order and having a capacity at 4.43 in the second order. When running an organization, the energetic indicator has an average value of 4.44, obtained from the statement of having enthusiasm with a value of 4.48 in the first order and the statement of being tireless with 4.40 in the second order.

The community builder indicator in the organization has an average value of 4.44, as obtained from the statement of having a mentoring spirit of 4.44 in the first order and having a cooperative spirit with a value of 4.45 in the second order. When running the organization, the performer indicator has an average value of 4.41, obtained from the statement of achievements with a value of 4.42 in the first order and the statement of being respected by 4.40 in the second order. The visionary indicator is in the last order because it has the lowest average value of 4.39, obtained from the statement of having a forward-looking view of 4.43 in the first order and having an idealism of 4.35 in the second order.

Creative leadership among Iswahjudi Air Force Base Magetan members is carried out in accordance with creativity and intelligence when developing the organization. This is indicated by the average value of the item statement that already reflects the creative leader indicator of 4.51, which is in accordance with the average value of the creative indicator of 4.51.

The leader performers of Iswahjudi Air Force Base Magetan members are carried out by their achievements in managing the organization. This is indicated by an average value of 4.42, which is the average indicator of leader performers because it has a total average value of 4.41. Respected leaders have a value of 4.40, and this value already reflects the performer indicator because it has a value above average.

Energetic leaders in Lanud Iswahjudi Magetan members are carried out according to enthusiastic leaders about running the organization. This is indicated by an average value of 4.48, which is in accordance with the average indicator of energetic leaders, which has an average value of 4.44. The statement of a tireless leader has a value of 4.40, which is a value that already reflects the energetic indicator because it has a value above average.

Analytical leadership in Lanud Iswahjudi Magetan members is carried out carefully when giving work. This is indicated by an average value of 4.49, where this value is greater than 4.45, which is the average value of the analytical indicator. Accurate in carrying out work has an average value of 4.42, representing analytical because it is above the average.

Visionary leaders in Lanud Iswahjudi Magetan members are carried out by having a forward-looking view in developing the organization. This is indicated by an average value of 4.43, greater than 4.39, the average value of the visionary indicator. Idealism has an average value of 4.35, representing a visionary because it is above average.

Empowering leaders in Lanud Iswahjudi Magetan members is carried out by being able to act when making decisions. This is indicated by an average value of 4.47, where this value is greater than 4.45, which is the average value of the empowering indicator. While having the capacity to run an organization has an average value of 4.43, which represents empowering because it has a value above average.

Community builder leaders in Lanud Iswahjudi Magetan members are carried out by having a soul as a mentor and a spirit of cooperation in one team. This is indicated by an average value of 4.44 and 4.45, which are values in accordance with the average value of the community builder indicator, which is 4.44 and is considered to represent a community builder.

Organizational culture is a habit carried out by an organization and develops over time. Activities in organizational culture to improve human capital and performance include measurement indicators such as innovation, orientation, aggressiveness, and stability. Organizational culture is a construct (latent variable) built from four observation indicators: innovation, orientation, aggressiveness, and stability.

The results of the organizational culture variable have an average value of 4.35. The orientation indicator in achieving organizational success has the highest average value of 4.42, and the aggressiveness indicator in managing the organization is 4.35. The indicators with the lowest values are innovation and stability at 4.33 and 4.31.

The organizational culture variable with the orientation indicator in achieving organizational success has an average value of 4.42 obtained from the statement item of having a vision and mission in achieving success, namely 4.43 and 4.41. The aggressiveness indicator in managing the organization has an average value of 4.35 obtained from the firm statement in making decisions with a value of 4.44 in the first order and dominant in managing the organization with a value of 4.27 in the second order.

The innovation indicator in developing an organization has an average value of 4.33, obtained from the statement of new ideas in developing an organization with 4.42 in the first order and using new tools in developing an organization with a value of 4.25 in the second order. The stability indicator, when running an organization, has an average value of 4.31 obtained from the statement of the organization in a stable condition with a value of 4.33 in the first order and the statement of the organization in a dynamic state of 4.29 in the second order.

New ideas in developing the organization carry out organizational culture innovation in Iswahjudi Air Force Base Magetan members. This is indicated by an average value of 4.42, which is by the average value of the innovation indicator, which is 4.33 and is considered able to represent innovation. Using new tools in developing an organization of 4.25 can already reflect innovation because it has a value above average.

The orientation of organizational culture in Iswahjudi Air Force Base Magetan members is carried out by having a vision of success. This is indicated by an average value of 4.43, where this value is greater than 4.42, which is the average value of the orientation indicator. Having a mission of success with an average value of 4.41 has presented an orientation because it has a value above average.

The aggressiveness of organizational culture in members of Iswahjudi Air Force Base Magetan is carried out firmly when making decisions. This is indicated by an average value of 4.44, where this value is greater than 4.35, which is the average value of the aggressiveness indicator. The dominant leader in managing the organization has an average value of 4.27, which has presented aggressiveness because it has a value above average.

The organization maintains an organizational culture in which members of Lanud Iswahjudi Magetan are in stable condition. This is indicated by an average value of 4.33, where this value is greater than 4.31, which is the average value of the stability indicator. Organizations in dynamic conditions have an average value of 4.29, which already presents stability because they have a value below the average.

4.2 Discussion of Research Results

The following will discuss the research results on the role of transformational leadership and organizational culture in creating the performance of TNI-AU members. TNI AU transformational leadership is a form of a leader's ability to produce organizational change that includes creative, performer, energetic, analytical, visionary, empowering, and community builder so that it can improve members' abilities professionally. The main constructs in realizing the creation of transformational leadership are creative, energetic, analytical, empowering, and community builder.

Transformational leadership of the Indonesian Air Force in carrying out its duties to add value to the organization by improving professionalism, cooperation, ability, and commitment. The results of this study are supported by Alnidawy's research (2015), proving that transformational leadership has a major impact on increasing human capital in achieving the goals of an organization.

In the military context, transformational leadership has specific characteristics that reflect the unique needs and demands of military operations. Leaders motivate by conveying a compelling vision and giving meaning to military tasks and goals. Leaders become moral role models for subordinates, exemplifying honesty, dedication, and ethical behavior in every aspect of the task. Creating an environment where TNI AU members feel they have an important role in achieving organizational goals.

TNI AU transformational leaders care about the needs and interests of individuals, build trusting relationships, and create strong team bonds. See change as an opportunity to improve the performance and effectiveness of the military organization. Provide support and opportunities for developing the skills and careers of TNI AU members. Transformational leaders in the TNI AU must also be firm in making decisions, especially in situations that require quick and precise decisions.

The ability of an Indonesian Air Force leader to produce changes in every activity at Iswahjudi Air Force Base is reflected by being creative, performer, energetic, analytical, visionary, empowering, and a community builder who can improve the attitude, behavior, and work standards of members shown through high levels of

expertise, ethics, and commitment to work to achieve work excellence. A leader produces changes in every activity of members who have the power of cooperation between members or groups to achieve organizational goals.

The ability of TNI AU leaders who are creative or have the power of creativity to convey new ideas to solve important problems in the organization at Iswahjudi Air Force Base reflects the ability of leaders regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for organizational development. The quality of member performance as agents of change and the achievement of success in changing the organization is better in encouraging the ability of members to carry out professional tasks, cooperation, ability, and commitment.

The nature of an Indonesian Air Force leader who is energetic, enthusiastic, and has high power to drive change and motivate members. Leaders can drive members' knowledge, skills, and innovation abilities to carry out their duties to add value to the organization in terms of enthusiasm for running the organization and tirelessness in developing the organization.

The analytical ability of leaders to think and gather information to solve problems effectively can increase members' knowledge, skills, and innovation ability to carry out their duties. Members, in this case, can have added value in organizational development. The nature of a leader who has a strong vision and is clear to members can advance and increase the ability of members to carry out their duties to add value to the organization.

The empowering nature of a leader in an organization to take the initiative, responsibility, and potential can develop the abilities of members to add value to the organization's progress. A strong community that supports each other and collaborates to achieve organizational goals can also improve the ability of members to carry out their duties so that they can add value to achieving organizational goals.

The organizational culture of the Indonesian Air Force at Iswahjudi Air Force Base is determined by factors of innovation, orientation, aggressiveness, and stability, the results of this study are supported by previous studies, namely Wojtczuk-turek (2015); Adewale & Anthonia, (2013); and Jerome, (2013) which state that organizational culture has indicators including innovation, orientation, aggressiveness, and stability. The organizational culture of the Indonesian Air Force functions as a glue that includes innovation, orientation, aggressiveness, and stability. Some of these things can encourage the ability to change and increase human capital in TNI members. The results of this study are supported by previous studies, namely Wojtczuk-turek

(2015); Adewale & Anthonia, (2013); and Jerome, (2013) which state that organizational culture has a positive and significant influence on human capital.

The organizational culture of the Indonesian Air Force at Iswahjudi Air Force Base, which is implemented, functions as a glue in the organization, including innovation, orientation, aggressiveness, and stability, which can encourage members who have attitudes, behaviors, and work standards that are demonstrated at a high level of expertise, ethics, and commitment to work to achieve work excellence.

An organizational culture that is believed and implemented functions as a glue in the organization, including innovation, orientation, aggressiveness, and stability, which can encourage members who have the power to cooperate between members or groups to achieve organizational goals. The existence of an organizational culture that is believed and implemented functions as a glue in the organization that can encourage members to master the skills of upholding and being responsible for the promised soldier's oath.

The ability to innovate to find something new to make updates in the organization will have an impact on the members' ability regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for the organization, which includes professionalism, cooperation, ability, and commitment, especially in terms of new ideas to develop the organization.

The quality of orientation toward the interests of the organization in helping members to be able to adapt to different environments and can create abilities regarding knowledge, skills, and innovation to carry out their duties so that they can have added value for the organization, including professionalism, cooperation, ability, and commitment, especially in terms of the vision and mission of success.

Aggressive and competitive attitudes or behaviors in developing work tasks will have an impact on members' abilities regarding knowledge, skills, and innovation in carrying out their duties so that they can have added value for the organization, including professionalism, cooperation, ability, and commitment, especially in terms of being firm when making decisions and being dominant in managing the organization.

Organizational stability will result in members' ability regarding knowledge, skills, and innovation to carry out their duties and add value to the organization, including professionalism, cooperation, ability, and commitment, especially in terms of stable and dynamic conditions. Transformational leadership is the comprehensive ability of a leader to produce changes in every activity, including creative, performer, energetic, analytical, visionary, empowering, and community

builder can improve performance as quality, quantity, and timeliness in carrying out tasks based on the responsibilities given including work quality, work quantity, timeliness, and effectiveness. The results of this study support the research conducted by Alameri and Alrajawy (2020) and Hussain *et al.*, (2019), which state that transformational leadership has a positive and significant effect on performance.

An organizational culture that is believed and implemented functions as a glue in the organization, including innovation, orientation, aggressiveness, and stability, can drive performance as quality, quantity, and timeliness in carrying out tasks based on the responsibilities given, including work quality, work quantity, timeliness, and effectiveness. The results of this study support the research conducted by AlShehhi *et al.*, (2021), which proves that there is a positive and significant relationship between organizational culture and performance in achieving a goal in the organization.

5. CONCLUSION AND SUGGESTIONS

Based on the results of the research that has been described previously regarding the role of transformational leadership and organizational culture in creating the performance of TNI - AU members, it can be concluded that empirically transformational leadership is a form of ability that includes creative, performer, energetic, analytical, visionary, empowering, and community builder. Transformational leadership has a major impact on achieving the goals of an organization. Organizational culture is contributed by innovation, orientation, aggressiveness, and stability. These four indicators have provided a positive reflection on organizational culture or have reflected organizational culture on values or belief systems, symbols, and habits that develop and are adopted in the organization.

Based on the conclusion, there are suggestions for the management and policymakers of the TNI-AU, where the results of this study can contribute to improving their performance by looking at the influence of transformational leadership and organizational culture on individual performance through human capital in TNI-AU members. For the TNI-AU Headquarters, the results of this study can be used in formulating organizational policies to improve individual and organizational performance through organizational culture and human capital factors.

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