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The Effect of Transformational Leadership on Organizational Culture Change: A Case Study of the Manufacturing Industry

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ABSTRACT

This study aims to analyze the influence of transformational leadership on organizational culture changes in the manufacturing industry. The phenomenon behind this research is the challenges faced by the manufacturing industry in adapting to the dynamics of the business environment, such as technological developments, global competition, and demands for increased innovation and efficiency. Many manufacturing companies have difficulty adapting due to rigid organizational cultures and employee resistance to change. Transformational leadership is seen as an approach that is able to overcome these obstacles by encouraging adaptive, innovative, and performance-oriented cultural change through empowerment, motivation, and effective communication. This study uses a quantitative method with survey techniques as a data collection tool. A total of 121 respondents, consisting of employees in the manufacturing sector, were selected using the purposive sampling technique. The research instrument is in the form of a closed questionnaire with a five-point Likert scale. The data obtained were analyzed using SPSS version 25 software to conduct validity, reliability, and multiple linear regression tests to test the relationship and influence between transformational leadership and organizational culture change. The results of the study show that transformational leadership has a significant influence in creating a more adaptive, innovative, and performance-oriented organizational culture. Factors such as effective communication, employee engagement, and an appreciation for creativity were found to be important elements in supporting such change. These findings suggest that the application of transformational leadership is particularly relevant in the dynamic manufacturing industry, especially in the face of market challenges and changing business environments. Leaders in this industry are expected to adopt transformational leadership to build a more responsive and productive organizational culture
Keywords: Manufacturing industry, organizational culture, transformational leadership
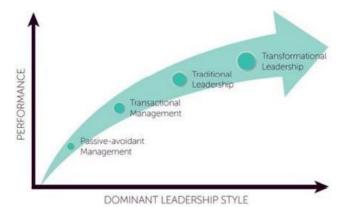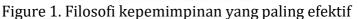
INTRODUCTION

Transformational leadership is one of the leadership styles that focuses on employee empowerment and organizational transformation through motivation, inspiration, and continuous change (Haetami *et al*., 2023). Transformational leaders act as agents of change, build a shared vision, and create an environment conducive to innovation and organizational growth. This concept was introduced by Burns (1978) and further developed by Bass (1985) who emphasized that transformational leadership not only changes behavior, but also values, attitudes, and organizational goals and encourages team members to go beyond personal interests to achieve common goals. This leadership style consists of four main elements, namely idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration (Algipari., 2024). The idealistic influence emphasizes the importance of the leader being a role model who is respected and trusted by team members. Inspirational motivation allows leaders to convey a stimulating vision and encourage the team to contribute optimally

(Khoirotunnisa & Pujianto., 2024). Through intellectual stimulation, leaders encourage employees to think critically and innovatively in finding solutions to various challenges. Individual considerations show that the leader's attention to the needs and development of each team member Transformational leadership has been shown to have a significant effect on improving performance, commitment, and job satisfaction (Goeyanto., 2022).

Case studies in the oil and gas sector in the UAE show that transformational leaders are able to drive organizational culture change and increase employee productivity. In the public sector such as education in Oman, this leadership style helps organizations adapt to changes and create a more effective and dynamic work environment. In the context of manufacturing in Pakistan and China, transformational leadership drives low-carbon innovation, in line with global efforts to mitigate climate change. Transformational leadership is seen as one of the crucial aspects that plays a significant role and is a strategic condition for business success, both in national and international markets (Ackoff, 1999; Bass & Avolio, 1994; Bono & Judge, 2004; Judge & Piccol, 2004; Zikai, 2018; Rais Rohani & Bastanfard, 2016). There are many different leadership philosophies, and choosing the most effective style can be challenging. However, various studies show that transformational leadership consistently results in highly effective performance (Figure 1). This spectrum of performance ranges from managers who use transactional leadership styles to leaders with transformational approaches. The implementation of transformational leadership is inseparable from challenges, especially in organizations with a strong bureaucratic culture and resistance to change. Leaders need to build a culture that supports innovation and learning in order to overcome these barriers. Effective communication skills are also key in communicating the vision and ensuring the participation of all team members in the transformation process. In the era of globalization with fierce competition, transformational leadership is able to create an adaptive and sustainable organization to face future challenges.

Figure 1. Filosofi kepemimpinan yang paling efektif

Transformational leadership encourages individuals to achieve extraordinary or even unexpected results. This leadership style gives employees autonomy in carrying out certain tasks, as well as the authority to make decisions after they have received adequate training (Aarons, 2014; Bass, 1990; Doody & Doody, 2014; Paarlberg & Lavigna, 2010; Thamrin, 2013; Muhammad, 2018). In this study, the role of leadership is examined with a focus on the context of companies and institutions, considering the importance of exploring "transformational leadership" as an ideal approach in enabling organizations to achieve sustainable effectiveness in the midst of market dynamics. Transformational leadership not only plays a role in achieving short-term goals, but also in building a strong organizational culture and ensuring sustainability. Organizations led by transformational leaders have a greater opportunity to grow and thrive in a dynamic and rapidly changing environment.

Transformational leadership is one of the latest concepts in the field of organizational leadership (Zareei, 2014). This leadership style refers to a multi-dimensional approach that encourages individuals to exceed expectations and emphasizes the importance of collective values over self-interest (Van et al., 2014). Edgar Schein emphasizes the important role of leaders in organizational culture change, with the view that leadership and culture are two inseparable aspects. He argues that the first step of a leader in forming groups and organizations is to create a culture. Without awareness of culture, leaders will not be able to control it; Instead, culture will control them. Cultural change needs to be in line with the structure and level of the organization (Rasteh Moghadam et al., 2013). Shared values and beliefs shared by employees and managers become indicators of organizational culture, creating harmony and mutual understanding among members during the change process. The organizational strategy and the steps taken must also be aligned with the vision and goals to be achieved. With its adaptive characteristics, transformational leadership is able to produce fundamental changes in organizational culture and potentially improve the quality of that culture (Abedi Jafari & Aghaz, 2008).

Organizational culture is a series of values, norms, beliefs, and behaviors that are shared by organizational members and become a distinguishing identity from other organizations (Rony., 2021). This culture is formed through continuous interaction between individuals within the organization, reflects the unique character of the organization, and plays an important role in shaping the work environment. Organizational culture not only directs the behavior of members in carrying out their duties, but also serves as a guideline in the decision-making process and the achievement of organizational goals (Faries., 2018). The values contained in the organizational culture include work practices, communication patterns, and rituals and symbols that are maintained in daily life. A strong culture will create a sense of attachment and commitment among members, as well as provide clear direction and expectations regarding desired behavior. Organizations that implement a positive culture will increase member motivation, cooperation, and loyalty, thereby encouraging optimal performance and the achievement of strategic goals.

Research shows that a progressive and innovative organizational culture is able to significantly improve organizational competitiveness and performance. In the education and manufacturing sectors, a culture that focuses on competency development and continuous learning has been proven to strengthen organizational flexibility and adaptability in the face of changes in the external environment. A culture that encourages innovation also allows organizations to respond more effectively to market dynamics and stakeholder demands. Challenges in implementing organizational culture often arise when there is resistance to change, especially in organizations with rigid bureaucratic structures. Transformational leaders play an important role in facilitating cultural change, providing inspiration, and building members' commitment to actively participate in the transformation process (Rofiq., 2019). Strong and sustained leadership will ensure that cultural change aligns with the organization's vision and mission.

Organizational culture also plays an important role in building member engagement and commitment. Organizations that value individual contributions and create an inclusive work environment are able to attract and retain top talent. This has an impact on reducing turnover rates, increasing job satisfaction, and achieving more stable and consistent performance. An increasingly competitive business environment demands that organizations have an adaptive and progressive culture (Vientiany *et al.*, 2024). Organizations that are able to develop a culture that is in line with environmentalchanges will be better prepared to face challenges while taking advantage of

opportunities. A culture that supports collaboration, innovation, and learning will be a strategic advantage for organizations to achieve long-term success. Organizational culture is not just a collection of values and norms, but a strategic asset that serves as the foundation for organizational success (Sumardi & Mukltamar., 2024). Proper culture management allows all members of the organization to work in harmony with the vision and goals, as well as strengthen commitment and motivation. Organizations that are able to develop an innovative and adaptive culture will be better prepared to face change and maintain sustainability in the future.

Organizational culture has an important role in supporting the achievement of the goals and sustainability of the manufacturing industry. In this sector, where productivity and efficiency are key to success, the implementation of a strong organizational culture helps ensure that work processes run in a structured and consistent manner. Organizational culture not only directs the behavior and performance of individuals in the team, but also strengthens synergy between departments so that company goals can be achieved optimally and effectively. Organizational culture is a philosophical foundation that includes shared beliefs, norms, and values that form the essence and patterns of behavior in an organization. These values are not only guidelines, but also affect the mindset, attitude, and actions of each individual in carrying out daily duties and responsibilities (Dewi & Sukarno, 2021). In practice, organizational culture develops into a system of values and assumptions that have taken root and gradually manifested in real attitudes and behaviors, thus creating a unique identity and character for the organization (Imran et al., 2021). Each member of the organization, with their own background and personality, is guided by certain standards of values and norms that help them adapt to the work environment and strengthen harmony within the team. This makes organizational culture the main distinguishing factor between one organization and another.

Understanding and implementing organizational culture is not just a formality, but essential for organizational sustainability and effectiveness. Management is not only required to recognize the organizational culture in depth, but must also be able to integrate these values into daily managerial and operational practices. Nevertheless, the application of a universal culture must be done carefully by paying attention to the situational context, because each organization operates under different conditions and challenges. Space, time, and external environment factors also affect how the culture is applied and adapted to the specific needs of the organization (Sapta et al., 2021). Thus, organizational culture plays a role not only as a tool to maintain consistency, but also as an adaptive mechanism that allows organizations to evolve and respond to changes effectively.These results further strengthen the argument that leadership has asignificant influence on organizational culture. Thus, the relationship between leadershipstyle and organizational culture is a key factor that determines work performance.

These findings are in line with the research of Alomiri (2016), which shows that National Culture plays a mediator role in the relationship between leadership style and organizational culture, and contributes positively to the implementation of e-services. In addition, a study conducted by Ahmadi, Rezaei, and Gorizan (2015) concluded that transformational leadership has a direct, positive, and significant influence on organizational culture. This study also supports the findings of several previous researchers, such as Salanova (2011); Madhanga, C. S. M. (2018); and Salleh, Mohamad, and Khalid (2018), who stated that transformational leadership has an impact on the development of organizational culture. Furthermore, these results reinforce the findings of James-Parks (2015), which confirms that transformational leadership significantly contributes positively to shaping and improving organizational culture.

The manufacturing industry plays an important role in supporting the national economy and facing increasingly fierce global competition. The challenges faced by manufacturing companies are not only related to improving efficiency and productivity, but also in adopting new technologies and adapting to the changing business environment. Although many companies have established clear strategies and goals, their operational implementation is often constrained by a rigid organizational culture or not supportive of change. Bureaucratic organizational structures and ineffective communication can slow down decision-making and reduce the responsiveness of companies in the face of rapidly changing market dynamics. The development of digital technology and automation requires companies to transform, both in the production process and in improving employee skills (Kirana *et al.,* 2023). However, resistance to change often arises, especially from employees who are unprepared or feel threatened by new technology. Without an organizational culture that encourages innovation and continuous learning, technology adoption and operational change will be hampered, reducing productivity. In addition, the high labor turnover rate in the manufacturing industry shows the need to implement an inclusive and well-being-oriented culture.

Kepemimpinan transformasional diperlukan untuk mengatasi tantangan tersebut dengan memberikan arahan dan motivasi yang jelas serta mendorong keterlibatan aktif seluruh anggota organisasi (Sagala *et al*., 2024). Dengan membangun budaya organisasi yang kuat dan adaptif, perusahaan manufaktur dapat meningkatkan kinerja dan mempertahankan keberlanjutan di tengah persaingan global yang semakin kompleks. Kolaborasi dan keterbukaan di seluruh departemen menjadi hal yang krusial dalam industri manufaktur, mengingat kompleksitas rantai produksi dan interaksi lintas fungsi.

An organizational culture that encourages cooperation allows for good communication between production, development, and marketing, each part can contribute optimally in achieving organizational targets. With clarity on the roles and responsibilities of each member, the manufacturing industry relies heavily on innovation to face competition and rapid market changes (Arifin., 2024). A proactive and innovative organizational culture allows companies to adapt to technological developments and adopt the latest solutions, such as automation and digitalization (Harto *et al*., 2023). The application of innovation culture also encourages employees to think creatively and play an active role in developing new products and improving production processes. Transformational leadership plays an important role in supporting cultural change in the manufacturing sector. Visionary and inspirational leaders are able to provide clear direction and motivate employees to accept and adapt to change (Wahyuni., 2021).

Rapid industry development, transformational leadership encourages employee involvement in the development of new skills and adoption of the latest technologies, thus ensuring that operations remain optimal. Resistance to change is often a challenge in the manufacturing industry, especially when companies introduce new processes or implement technologies that are different from previous habits. An adaptive organizational culture is able to reduce these barriers by creating a work environment that supports continuous learning. Employees are given the opportunity to improve their competencies and adapt to technological developments, so that the transition process runs more smoothly without disrupting productivity. Labor sustainability is also an important aspect of the manufacturing industry. Global competition requires companies to retain a qualified and experienced workforce. An organizational culture that is inclusive and respects the contribution of each individual will increase employee engagement, reduce labor turnover, and encourage the creation of a positive work environment.

Companies with a culture that supports employee well-being are better able to retain talent and ensure operational stability. Organizational culture in the manufacturing industry not only serves as a guideline for behavior, but also as an important strategy that supports long-term success. Manufacturing companies that are able to build an adaptive and innovative culture will be better prepared to face global challenges and respond quickly to changes in the business environment (Tahar *et al*., 2022). Thus, a strong organizational culture that is aligned with the company's vision is the key to sustainability and competitiveness in the modern industrial era. The manufacturing industry has different characteristics, especially related to complex production processes, hierarchical work culture, and resistance to change. Most previous studies have tended to focus on the influence of leadership on organizationalperformance or employee satisfaction, while studies that specifically examine the relationship between transformational leadership and organizational culture change in the context of the manufacturing industry are still rare. In addition, the dynamics of changing business environments and the demands of innovation in the manufacturing sector require a leadership approach that is not only performance-oriented, but also able to build an organizational culture that is flexible and responsive to change (Risman., 2023). Therefore, this research fills the gap by focusing its study on how transformational leadership can facilitate organizational culture change in the manufacturing industry, especially in facing the challenges of the digital era and global competition.

METHOD

This study uses a quantitative method with a survey approach to analyze the influence of transformational leadership on organizational culture change in the manufacturing sector. The research sample consisted of 121 respondents who were selected using a purposive sampling technique with the criteria of employees who have worked for at least one year in order to have an understanding of organizational culture and leadership styles in the company. The research instrument was in the form of a closed questionnaire with a five-point Likert scale, covering transformational leadership variables and organizational culture changes. The data obtained was analyzed using SPSS version 25 software through the stages of validity, reliability, descriptive analysis, and multiple linear regression tests to test the relationship and influence between variables. The research process includes the preparation and dissemination of questionnaires, data verification, analysis of results with SPSS, and reporting of findings. This research is expected to provide insight into the role of transformational leadership in fostering an adaptive, innovative, and performance-oriented organizational culture. However, this study has limitations on industry scope and potential bias of respondents because it only uses questionnaires as a data collection tool.

RESULT

The results of the study were obtained about independent testing of the research-bound variables in the manufacturing index which amounted to 121 respondents. The variables in this study are transformational leadership (X1) and organizational culture (Y). In the validity test using a questionnaire questionnaire with the number of N = 121 with an error level of < 0.05, the table was obtained of 0.1771. If the value is obtained or the calculation < the table, the instrument is declared invalid.

Table 1. Validity Test

Variable	Calculate	Information
Transformational Leadership	0,816	Valid
	0,860	Valid
	0,793	Valid
	0,800	Valid
	0,853	Valid
Organizational Culture	0,871	Valid
	0,932	Valid
	0,900	Valid
	0,807	Valid
	0,897	Valid

Source : SPSS data processing. 2024

The Pearson correlation table above shows the relationship between the variable indicator X1 and the total transformational leadership variable. All correlations between indicators and with transformational leadership were positive and significant at the level of 0.01 (2-tailed), with a value of p = 0.000. This shows that an increase in one indicator tends to be followed by an increase in another. Strong correlations were seen, for example, between X1.1 and X1.4 (0.829) and X1.2 and X1.5 (0.830). Each indicator also has a strong correlation with transformational leadership, with a range of 0.793 (X1.3) to 0.860 (X1.2). The X1.2 indicator has the highest correlation (0.860), signifying the greatest contribution in reflecting transformational leadership variables. No correlation was found to be too high (close to 1), so there was no problem of multicollinearity.

These results show that the instrument used is valid and reliable in measuring transformational leadership variables. The Pearson correlation table above shows the relationship between the indicators of organizational culture variables (Y1 to Y5) and the total variable called total_y. All correlations between indicators and with total_y are positive and significant at a significance level of 0.01 (2-tailed) with a value of p = 0.000, which means that an increase in one indicator is followed by an increase in another. A strong correlation was seen between Y2 and Y5 (0.885) and Y2 and Y3 (0.831), indicating a close relationship between these indicators. In addition, each indicator has a high correlation with total_y, with a correlation range between 0.807 (Y4) to 0.932 (Y2). The Y2 indicator has the highest correlation with total_y (0.932), which shows that this indicator makes the greatest contribution in reflecting organizational culture variables. There is no correlation that is too high near 1, so there is no indication of a multicollinearity problem, and each indicator still has a unique role. These results show that all indicators are valid and consistent in measuring organizational culture variables, as well as the instruments used are reliable and appropriate to support this research.

Table 2. Transformational Leadership Reality Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0,881	5

Source : SPSS data processing, 2024

The results of the reliability statistics test show that the Cronbach's Alpha value for the five indicators of organizational culture is 0.881. This value is above the threshold of 0.70, which is generally used as a minimum criterion to indicate good reliability. This

indicates that the research instrument has a high degree of internal consistency, meaning that all items in the questionnaire that measure organizational culture are interconnected and consistently measure the same concepts. Thus, this instrument can be considered reliable and feasible to be used for data collection in this study.

Table 3. Organizational Culture Reality Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.925	5

Source : SPSS data processing, 2024

The results of the reliability statistics test show that the Cronbach's Alpha value for the five indicators of organizational culture is 0.925. This value is well above the threshold of 0.70, which indicates that the instrument has a very high level of internal consistency. This means that the items in the questionnaire used are closely related to each other and consistently measure the same aspect, namely organizational culture. Thus, this instrument can be considered very reliable and appropriate for use in data collection and further analysis in this study.

Tabel 4. Uji Linearitas Model	Sum of Squares		df	Mean Sqaures	F	Sig.
1	Regression	186,368	1	186,368	9,790	0,002
	Residual	2246,299	118	19,036		
	Total	2432,667	119			

Source : SPSS Data Processing, 2024

Based on the ANOVA table, the sum of squares regression value of 186.368 indicates the variation in organizational culture that can be explained by transformational leadership. The residual sum of squares value of 2246,299 indicates a variation that cannot be explained by the model, so the total variation in the organizational culture is 2432,667. An F value of 9.790 with a significance level of 0.002 (< 0.05) indicates that this regression model is statistically significant. This means that transformational leadership has a significant effect on organizational culture, and this relationship does not happen by chance.

DISCUSSION

Transformational leadership has a significant influence in creating fundamental changes in organizational culture (Idris *et al.*, 2022). Leaders with this style are able to change the mindset and behavior of team members to align with the company's strategic goals, especially in the face of industry dynamics and competition. Transformational leadership strengthens the organization's adaptability to change and encourages innovation. In the manufacturing sector, transformational leadership plays a critical role in supporting the implementation of lean manufacturing, which requires close collaboration between employees and leaders to improve efficiency and productivity (Sabtoni *et al.*, 2024). This lean manufacturing practice also plays a role in reducing operational costs and maximizing time utilization. Key aspects of transformational leadership, such as inspirational motivation and individualized attention, allow leaders to empower employees and increase their involvement in achieving organizational goals.

This engagement results in high commitment from employees and encourages continuous innovation. In addition, the successful implementation of transformational leadership depends on employee commitment and adaptability as well as a flexible organizational culture. Organizations with a culture that encourages innovation and change are better able to maintain optimal performance in a competitive business environment. Transformational leadership continues to receive attention from practitioners and academics to gain a competitive advantage and achieve good results, by giving top priority to it. Previous literature provides evidence of the relationship between leadership and organization. This study aims to investigate the role of innovation as a mediator among the transformational role of leaders and bringing organizational performance. Responses from employees from the manufacturing sector support our assumptions about positive relationships and are supported by research "Lim and Ployhart (2004), Schaubroeck, Lam and Cha (2007), Khan, Rehman and Yousuf (2009), Bono and Judge (2003), Walumbwa, Wang, Lawler and Shi (2004)".

A collaborative and innovative work environment not only increases efficiency, but also strengthens the company's foundation to face future challenges (Munib & Sujud., 2024). Thus, transformational leadership, supported by an adaptive organizational culture, is an important key in driving positive change and achieving the company's strategic goals in a sustainable manner. The results show that transformational leadership has a positive relationship with organizational culture, although its influence is not very dominant. Transformational leaders act as agents of change who are able to inspire, motivate, and empower employees to contribute to achieving common goals (Udin., 2023). However, because organizational culture is a complex system, the success of change does not depend solely on the role of the leader.

Significant change requires the support of a variety of factors, including the involvement of all members of the organization, effective communication, and an adaptive organizational structure (Praditya *et al*., 2024).Internal factors, such as communication and employee engagement, greatly influence the success of cultural change. Leaders must ensure that the new vision and values are conveyed clearly and openly to all members of the organization in order to create mutual understanding and commitment (Hasibuan & Hadijaya., 2024). In addition, the active participation of employees in the change process is essential to reduce resistance and increase a sense of belonging to the new culture. If employees feel involved, they will be more motivated to support the changes implemented. In addition to communication and engagement, organizational structures and policies also influence the process of cultural change. In industries such as manufacturing, which tend to have strong hierarchies and bureaucracies, leaders need to build a more flexible structure so that the adaptation process is easier to carry out (Setiawan., 2024). Leaders must also ensure that management policies, procedures, and practices are aligned with the new desired values. The mismatch between cultural values and policies will make it difficult for employees to adapt, and cultural change will only happen on the surface.

External factors such as market competition, technological developments, and economic changes also affect organizational culture. Organizations must be able to adapt their internal culture to the dynamics of the external environment to remain relevant and competitive (Serli., 2023). Transformational leaders must play a role not only as a driver of change within the organization, but also as a bridge between market demands and internal adaptation. Thus, the new organizational culture is not only aligned with internal values, but also in accordance with the needs of the ever-evolving business environment. Overall, effective cultural change requires a synergy between transformational leadership, the involvement of all members of the organization, supportive structures,

and adaptability to external factors. Although transformational leadership plays an important role, cultural change cannot be fully successful without collaboration from all elements of the organization. The success of long-term change also requires consistency between new cultural values and day-to-day operational practices. With a holistic and collaborative approach, the organizational culture can develop sustainably and contribute to improving the organization's performance and competitiveness in the future.

CONCLUSION

This study has analyzed the influence of transformational leadership on organizational culture change in the manufacturing sector. The results of the analysis show that transformational leadership has a positive relationship with organizational culture, although its influence is not very strong. The regression coefficient value indicates that any improvement in transformational leadership can improve organizational culture, which is supported by statistically significant significance outcomes. However, the analysis also showed that only about 7.7% of the variation in organizational culture could be explained by transformational leadership variables, indicating that there are many other factors that also influence organizational culture, such as organizational structure, internal communication, and employee engagement. Therefore, to achieve more significant and sustainable cultural change, organizations need to integrate transformational leadership approaches with collaborative efforts from all members of the organization. Active employee engagement, effective communication, and adjustment to external factors are also critical in supporting organizational culture change. Overall, the study emphasizes that while transformational leadership has an important role, the success of organizational culture change depends on the synergy between leadership, employee engagement, and other factors that affect the organizational environment. With a holistic and comprehensive approach, organizations can create a culture that is more adaptive, innovative, and responsive to future challenges.

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