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The Impact of Transformational Leadership and Organizational Culture on Employee Performance: Case Study in A Furniture Company

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Abstract: This research examines the impact of transformational leadership and organizational culture on furniture industry employee performance, focusing on CV. Agung Jaya Putra Furniture. The decline in employee performance from September 2023 to January 2024 is a significant concern. Using a narrative qualitative approach, this research examines the influence of leadership and organizational culture on employee performance through semi-structured interviews, direct observation, and document analysis from various levels of management and employees. The results show that transformational leadership and positive organizational culture significantly affect employee performance. Transformational leadership, which involves ideal influence, inspirational motivation, intellectual stimulation, and individualized consideration, creates a motivating work environment. In addition, an organizational culture that supports collaboration, innovation, and recognition also plays a vital role in improving employee performance. Job satisfaction mediates between leadership style, organizational culture, and employee performance. Research recommendations include developing leadership training programs, maintaining a positive organizational culture, attention to factors influencing job satisfaction, adopting flexible management approaches, and integrating transformational leadership values and organizational culture into daily management practices. These findings provide valuable insights for human resource management practitioners and organizational leaders to improve employee performance and long-term business success in the furniture industry. Implementing effective leadership strategies and developing a positive organizational culture is critical to achieving optimal employee performance and overall company success.

Keyword: Transformational Leadership, Organizational Culture, Employee Performance, Job Satisfaction, Furniture Industry

INTRODUCTION

In the era of globalization and increasingly fierce business competition, the furniture industry is one of the sectors experiencing rapid and dynamic transformation (Permana et al., 2021). The author feels it is relevant to examine the key factors that influence employee

performance in the context of this industry. Therefore, this research will focus on two main dimensions: transformational leadership and organizational culture.

The furniture industry not only faces challenges in product innovation and operational efficiency but also needs to understand the critical role of employees as strategic assets. Transformational leadership, focusing on developing a shared vision and motivating employees to achieve common goals, has been a critical factor in gaining competitive advantage (Permana et al., 2023). On the other hand, organizational culture, as a system of shared values, norms, and beliefs, provides a strong foundation for guiding employee behavior and shaping corporate identity (Permana et al., 2022).

Agung Jaya Putra Company, which operates in the furniture and technology sectors, has experienced rapid growth in marketing and received a positive response from consumers thanks to its emphasis on affordable prices (Agung Jaya Putra, 2023). This company was established in Sindang Mekar Village, Dukupuntang District, Cirebon Regency, West Java 1992.

Agung Jaya Putra Furniture provides various high-quality products, including mattresses, chairs, sofas, and household decorations. Relying on superior raw materials such as teak, mahogany, and Napoli, this company targets various market segments, especially young people and households, and customers in the home and office space.

However, by observing the company's development, this research highlights a challenge faced, namely the decline in employee performance in the goods production process. The researcher aims to investigate factors that might influence employee performance in the furniture industry.

In this context, transformational leadership and organizational culture are two key variables influencing employee performance (Saputra et al., 2022). This research uses a narrative qualitative approach to gain an in-depth understanding of how leadership dynamics and organizational culture shape employee performance levels. Thus, it is hoped that this research can provide valuable insights to help Agung Jaya Putra Furniture improve its organizational effectiveness, especially in dealing with identified employee performance problems.

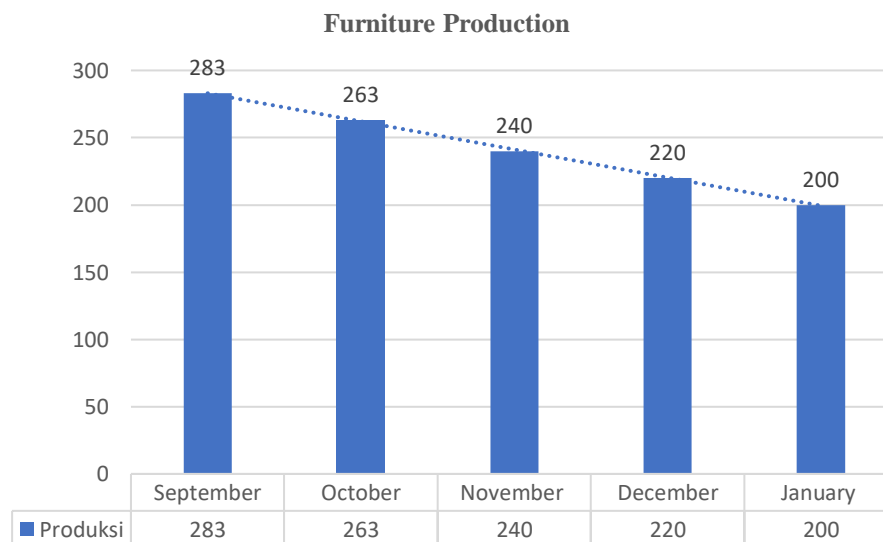


Figure 1. Furniture Production Phenomenon September 2023 – January 2024

Source: Agung Jaya Putra, 2024 Data

Based on data analysis documented in the monthly production results report, it is apparent that employee performance at the Agung Jaya Putra company declined from September 2024 to January 2024. This decline reflects significant challenges in productivity and work quality faced by employees.

This research aims to detail and analyze the factors underlying the decline in employee performance in the context of the furniture industry. This decline in performance is the main focus of research to understand the impact and root causes. Transformational leadership and organizational culture are considered vital variables that may play an important role in changes in employee performance (Permana et al., 2022). A narrative qualitative approach will be used to investigate in depth how these factors interact with each other and influence employee performance in the context of the furniture industry.

Thus, it is hoped that this research can provide the strategic insight Agung Jaya Putra needs to identify practical solutions to improve employee performance while increasing the sustainability of their business amidst the challenges of the dynamic furniture industry.

Organizational culture in the context of the furniture industry is crucial, considering its close relationship with product design, production, and marketing. A culture that promotes innovation, teamwork, and customer orientation can provide a significant competitive advantage. Therefore, this research will dig deeper into transformational leadership and organizational culture's mutual influence and their impact on employee performance (Smith & Johnson, 2022).

A narrative qualitative approach was chosen to describe employee experiences and perceptions. Through in-depth interviews and narrative analysis, this research aims to provide a holistic understanding of how the interaction between transformational leadership and organizational culture shapes employee realities in the context of the furniture industry.

By focusing on the furniture industry, this research is expected to contribute to practical understanding and theoretical knowledge regarding effective human resource management strategies in the context of creative and innovative industries. In addition, the results of this research can guide leaders and managers in developing leadership strategies and building an organizational culture that supports optimal employee performance in the furniture industry.

As part of the creative and innovative sector, the furniture industry faces increasingly complex challenges in managing human resources to achieve optimal performance. Although transformational leadership and organizational culture have been recognized as essential factors in establishing a productive work environment, their application in the context of the furniture industry has not been fully revealed (Brown & White, 2023). Therefore, it is necessary to conduct an in-depth analysis to identify the impact of transformational leadership and organizational culture on employee performance in this industry.

One of the main problems faced by the furniture industry is the need to understand how transformational leadership can motivate employees to participate actively in innovation and product development. Additionally, it is unclear how the industry's unique organizational culture can support or hinder efforts to create a work environment conducive to creativity and collaboration.

In its operations, Agung Jaya Putra, as a furniture industry company, is very dependent on the optimal performance of employees in the furniture production stage. The quality of employee performance is a critical factor that influences the smooth and efficient completion of each task given to them. Currently, problems are found that indicate obstacles to achieving the expected level of performance at Agung Jaya Putra.

In this context, companies face difficulties in maintaining the quality of employee performance during the furniture production process. These issues indicate significant challenges in ensuring that every task assigned to employees is completed to a high-quality standard.

Therefore, this research explores this by analyzing the influence of transformational leadership and organizational culture on employee performance in the furniture industry. A narrative qualitative approach will be used to gain an in-depth understanding of these

dynamics, which can provide strategic insight for Agung Jaya Putra in overcoming these problems and increasing employee productivity and effectiveness.

Table 1. Employee Phenomenon September 2023-January 2024

Employees	Problem
According to Employee A	Some employees need to arrive on time for work.
	There was a delay during break time.
	Manual attendance system
	Miscommunication from superiors to subordinates (regarding permission to be absent from work)
According to Employee B	There is no health insurance.
	There are no performance rewards.
	There is no performance allowance.
	Daily wage system
	Delay in wages
	Lack of attention from superiors

Source: Agung Jaya Putra, 2024 Data

By detailing the problems faced at Agung Jaya Putra, the absence of significant motivational encouragement from the leadership towards employees is one of the main factors contributing to the lack of performance by the desired standards. Employees tend to work according to their understanding and based on the orders given, without adequate encouragement from superiors to encourage them to achieve the best results.

Apart from that, the lack of attention given by leadership is also a severe obstacle, creating the perception that employee efforts and contributions are not adequately appreciated during the production process and completion of product creation.

The impact of this lack of motivation and attention is also reflected in delays in achieving targets set by the company. Employees feel less recognized, which can hinder productivity and work efficiency. Therefore, companies must consider important aspects such as work motivation through compensation strategies and work discipline. This action can not only improve the quality of employee performance but also create professional and work environment responsibilities according to each individual's specific field. Thus, this research will explore more deeply the impact of transformational leadership and organizational culture on these factors in the context of the furniture industry.

Organizational culture in the furniture industry is also a significant concern, considering employee involvement in the entire production cycle, from design to distribution. This specificity of organizational culture raises questions about how shared values, norms, and beliefs can be translated into daily practices and behaviors that impact employee performance.

Agung Jaya Putra, a furniture industry entity, relies on optimal employee performance to produce its furniture goods. The quality of employee performance is a crucial factor in completing every task given to them. At this stage, the company faces several significant problems.

In its operational context, Agung Jaya Putra faces challenges in ensuring employees achieve the expected performance quality standards during furniture production. This problem reflects the difficulty of managing employee performance effectively to ensure the smoothness and quality of each stage of their work.

Therefore, this research will dig deeper to understand the impact of transformational leadership and organizational culture on employee performance in the context of the furniture industry. A narrative qualitative approach will be used to detail the interactions and dynamics between

these elements, with the aim of providing deep insight into how Agung Jaya Putra can overcome employee performance problems and increase the efficiency and effectiveness of its production processes.

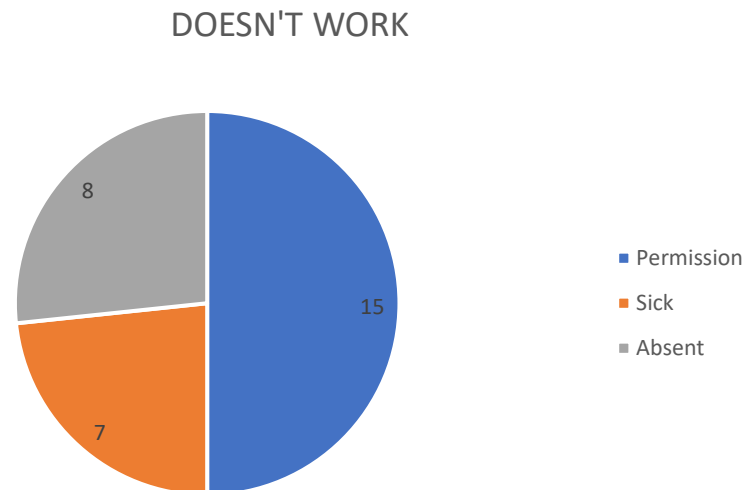


Figure 2. Non-Working Phenomenon September 2023 – January 2024

Source: Agung Jaya Putra, 2024 Data

Companies need to carefully consider factors that can increase employee work motivation by implementing compensation and work discipline policies. This step is expected to improve the quality of employee performance and form a professional and responsible work attitude in carrying out tasks according to each individual's specific field.

Understanding the impact of these factors on employee performance becomes more prominent. Therefore, this research will adopt a narrative qualitative approach to explore in depth how transformational leadership and organizational culture can influence motivation, compensation, and employee work discipline in the furniture industry.

It is hoped that this analysis can provide a deeper understanding and solution for Agung Jaya Putra in optimizing employee performance and formulating policies that support achieving organizational goals.

This research will use a narrative qualitative approach to answer these questions. By focusing on employees' subjective experiences, it aims to reveal the complexity of the interaction between transformational leadership and organizational culture and its impact on employee motivation and performance in the furniture industry.

By identifying and understanding these problems, this research hopes to significantly contribute to the development of more effective human resource management strategies, especially in creative and innovative industries such as the furniture industry.

This research aims to gain a deeper understanding of how transformational leadership operates in the furniture industry and how leaders use strategies to improve employee performance. In this context, it is essential to analyze the various mechanisms transformational leaders implement in guiding, motivating, and empowering their employees. This includes general management techniques such as task delegation and providing positive feedback and more innovative approaches such as developing a shared vision and leaving room for individual creativity. Through an in-depth understanding of these strategies, this research aims to identify best practices that can be applied in the context of the furniture industry to improve employee performance significantly.

This research also aims to investigate the influence of organizational culture in furniture companies on employee performance. Organizational culture includes the shared norms, values

, and beliefs held by members of an organization and has a vital role in shaping individual behavior and performance. In a creative and innovative environment like the furnishings industry, a solid organizational culture can be a crucial driver for encouraging collaboration, experimentation, and the development of new and exciting products. Therefore, carefully analyzing how furniture companies form and maintain this organizational culture becomes very relevant. This involves a deep understanding of the values espoused by the organization, the reward and recognition systems used, and how these norms are reflected in daily practices in the workplace.

With a focus on creativity and innovation, this research seeks to reveal how a strong organizational culture can encourage employees to create unique and relevant furniture design and production solutions. By understanding the relationship between an organizational culture that supports innovation and employee performance, this research can provide valuable insights for leaders and managers in the furniture industry to improve their operational effectiveness and competitiveness.

This research aims to provide a more holistic and detailed understanding of the factors influencing employee performance in the dynamic and evolving furniture industry. By exploring the role of transformational leadership and organizational culture in creating a work environment that supports creativity and innovation, this research is expected to significantly contribute to developing more effective and sustainable management practices in the furniture industry.

This research is expected to have a significant impact in the technology management domain, with a focus on human capital management, especially in the furniture industry. The first major contribution of this research is a deep understanding of strategy concrete transformational leadership, which has proven effective in motivating and guiding employees in the furniture sector. These findings provide an essential foundation for leaders and managers to develop relevant leadership skills and optimize team performance.

This research is also expected to provide valuable insight into how transformational leadership can improve the atmosphere of innovation in the furniture industry. Analyzing the impact of transformational leadership on active employee participation in product innovation can help furniture companies design more effective innovation policies, creating an environment that supports creativity and new product development.

Furthermore, this research is expected to provide strategic guidance for developing an organizational culture that can improve employee performance. By understanding the elements of organizational culture that specifically shape corporate identity in the furniture industry, this research can contribute to helping companies develop cultural strategies that support performance and achievement of organizational goals.

This research is also directed at increasing understanding of employee motivation and how it can be improved. The results of this research can be used as a basis for designing more effective employee development programs, creating a positive work environment, and increasing the level of employee involvement and commitment.

In addition, this research is anticipated to provide insight into the implementation of innovative cultural values that can provide a competitive advantage for furniture companies. By understanding the role of organizational culture in promoting collaboration and creativity, companies can integrate these values more effectively into daily practices.

Finally, this research is expected to provide practical guidance for leaders and managers regarding the harmonious integration of transformational leadership and organizational culture in daily management practices. This is expected to increase leadership effectiveness and create an organizational culture that supports employee performance continuously. With these contributions, it is hoped that this research will become a source of inspiration and guidance

for practitioners, academics, and stakeholders in designing effective management strategies for the furniture industry and general human resource management discipline.

METHOD

This research will use a qualitative approach with data collection methods consisting of in-depth interviews with managers and employees of selected furniture companies and direct observation of interactions and work dynamics in the workplace. The interviews will focus on gaining an in-depth understanding of furniture companies' transformational leadership practices and organizational culture, as well as employee perceptions of their impact on performance. Direct observation will provide additional understanding of how these practices manifest in real situations in the workplace. (Ardyan et al., 2023)

Apart from interviews, direct observation will also be an essential method for collecting data. Furthermore, this research will use document analysis as an additional method for collecting data. Various research instruments will be used to collect data in this research about the impact of transformational leadership and organizational culture on employee performance in a furniture company. These instruments will be designed to collect comprehensive and in-depth data and gain a holistic understanding of the phenomenon under study. In this research, we rely on various parties in the company furniture as the primary data source, which will be the subject of our case study.

In this research, various data analysis methods will be used to analyze the impact of transformational leadership and organizational culture on employee performance in a furniture company. First of all, qualitative analysis will be used to examine and interpret qualitative data obtained from interviews and direct observation. In addition, we will use descriptive statistical analysis to explore the qualitative data collected through the questionnaire. Next, multiple regression analysis will be used to evaluate the relationship between the variables studied. In addition, qualitative analysis techniques will be used in an integrated manner to triangulate data.

RESULTS AND DISCUSSION

Interpretation of Findings

This research examines the impact of transformational leadership and organizational culture on employee performance in a furniture company. Using qualitative methods, in-depth interviews, and participant observation have provided rich insight into the dynamics of leadership and culture in this organizational context.

Leaders who demonstrate idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration succeed in creating a more productive and harmonious work environment. Employees who see their leaders as role models and feel motivated by an articulated vision and goals tend to be more passionate and dedicated. Idealistic influence provides an example for employees to follow, while inspirational motivation increases their morale and self-confidence. Intellectual stimulation encourages creativity and innovation, so employees feel more involved in decision-making and solution development. Individualized consideration shows leaders care about employees' well-being, increasing their loyalty and commitment to the company. Through interviews, many employees stated that inspirational leadership made them feel valued and essential in achieving organizational goals.

One informant described how his leader always provides concrete examples at work, which builds respect and encourages them to work to high standards. This shows that transformational leadership influences individual performance and strengthens overall team performance.

Organizational culture in this company also plays a role that is no less important in supporting employee performance. Cultural elements such as open communication, collaboration and appreciation for innovation have been identified as determining factors in creating a conducive work environment. Open communication allows for a smooth flow of information and reduces misunderstandings, which in turn increases operational efficiency. Collaboration between departments strengthens working relationships and makes it easier to solve problems together. Rewarding innovation motivates employees to contribute with new ideas that can improve work processes and products.

Employees who feel they work in a supportive culture demonstrate higher levels of performance and are more proactive in their work. They feel more motivated to make maximum contributions because they know that their efforts will be appreciated. One informant mentioned how the company always rewards innovative ideas, which not only encourages creativity but also increases the sense of ownership of the job and the company.

Employee performance in this company is greatly influenced by a combination of transformational leadership and positive organizational culture. Inspirational and supportive leadership, as well as a culture that encourages open communication, collaboration and innovation, create an optimal work environment for high performance. Employees feel more engaged, motivated, and appreciated, which ultimately increases their productivity and work efficiency.

Findings show that employees who work under transformational leadership and in a supportive organizational culture demonstrate higher levels of performance. They are more proactive, show initiative, and contribute more to achieving company goals. Employees feel that they have an important role in the organization and are motivated to give their best. Conversely, employees who do not feel support from leaders or work in an unsupportive culture tend to show lower performance. They feel less motivated, less engaged, and more likely to experience work stress.

Leadership that inspires and supports employees, as well as an organizational culture that encourages communication, collaboration, and innovation, are the main keys to creating a productive and harmonious work environment. Employees who feel appreciated and supported will be more motivated to perform well, contributing to achieving overall organizational goals.

Leadership training and development that focus on the four main components of transformational leadership idealized influence, inspirational motivation, intellectual stimulation, and consideration of the individual can help create leaders who can inspire and motivate employees.

Companies also need to strengthen an organizational culture that supports open communication, collaboration, and innovation. Creating a supportive work environment where employees feel valued and motivated to contribute new ideas is critical to improving performance and productivity. Companies can consider implementing reward programs that specifically recognize and reward employees' innovation and contributions, which will further encourage their morale and engagement.

Overall, the findings of this research indicate that the combination of transformational leadership and positive organizational culture is an effective formula for improving employee performance. By focusing on leadership development and strengthening organizational culture, these furniture companies can achieve higher levels of productivity and efficiency, as well as create a more satisfying and motivating work environment for their employees. Implementing appropriate strategies based on these findings will not only improve employee performance but also contribute to the company's long-term success.

Transformational Leadership Analysis

Leadership Style

The results of qualitative interviews highlight that in this furniture company, the dominant leadership style is transformational leadership which has a big impact on employee performance. According to Hj. Saneri, Human Resources Development Manager, values such as integrity and ethics are considered the main principles that shape an organization's culture. The company actively encourages innovation by providing opportunities for employees to engage in innovative projects and celebrate internal innovative achievements, thereby fostering a collaborative and creative spirit throughout the organization.

This approach has been proven to bring increased satisfaction and accelerated adaptation for new employees. The HRD manager emphasized that the company really supports and appreciates innovation through various initiatives, including innovative idea competitions, as well as providing a sense of security for employees to take measured risks for the company's progress. Leaders are recognized as respected role models, displaying high levels of integrity and ethics that are crucial in establishing an inclusive organizational culture. An open work environment provides space for employees to express their ideas without fear, with leaders actively facilitating brainstorming sessions and discussion forums where every contribution is valued.

The transformational leadership style enforced by leaders provides a clear vision and inspires employees to achieve common goals. They set high standards and support employees with necessary training and resources, demonstrating a commitment to innovation and employee development. The combination of this leadership style with a collaborative and innovative culture in the company ensures that employees have the tools and knowledge necessary to improve the quality of their work, which in turn results in continuous improvement in performance. In conclusion, the transformational leadership style applied in this company makes an important contribution to a positive organizational culture and increased employee performance.

Employee Perceptions

Based on the results of qualitative interviews, employees at this furniture company welcomed the transformational leadership approach implemented, which significantly influenced their performance positively. They feel supported by the company in improving the quality of their work through various relevant and cutting-edge initiatives and training programs. This program includes a variety of modules, from company orientation to technical and soft skills development, helping employees feel more prepared and competent in carrying out their duties.

Not only that, the company also provides access to training and resources that help employees develop their innovative abilities. This not only enhances their creativity, but also encourages them to look for more efficient and effective solutions in their work.

Employees also note that the work environment created by the company is filled with motivation and enthusiasm, especially thanks to rewards and positive feedback from leaders. Leaders act as role models by going directly into the field when facing production challenges and collaborating with teams to find solutions. This helps create respect and trust among employees, who feel that their contributions are valued.

The company also encourages innovation by holding innovative ideas competitions and the "Innovation Day" program, which provides opportunities for employees to propose new projects or solutions. The support provided to the winners of this competition to implement their ideas strengthens the creative and collaborative spirit throughout the organization.

Employees feel given the freedom to experiment and experiment risk measurable measures for the company's progress, supported by guidance and training from leaders.

Overall, employees at this company respond positively to a transformational leadership style that promotes innovation, skill development, and a motivational work environment, all of which have a positive impact on their performance.

Impact on Motivation

Based on findings from qualitative interviews, the positive impact of transformational leadership on employee motivation in this furniture company was proven to be very significant. Leaders are known for their integrity and high ethics, which are the main foundations in forming a positive organizational culture. Employees feel encouraged by a work atmosphere full of energy and enthusiasm, which is fostered through recognition and positive feedback from leaders. This is not only in the form of material recognition, but also appreciation for the contributions and innovative ideas produced by employees.

Leaders not only act as role models, but are also directly involved in solving production challenges with the team. These concrete actions create close relationships between leaders and employees, building respect and trust. In addition, the company is active in encouraging innovation through innovative ideas competitions and the "Innovation Day" program, which provides employees with the opportunity to propose new solutions. Employees also feel supported in developing their skills through relevant and up-to-date training programs, enabling them to feel better prepared and skilled in their duties.

The program covers a variety of topics from company orientation to technical and soft skills development. With this support, employees feel allowed to experiment and take advantage of risk measurable for the company's progress.

Overall, transformational leadership at this company creates a work environment that motivates employees to give their best, innovate, and continue to develop. This positive impact on employee motivation ultimately contributes to improved overall performance.

Organizational Culture Analysis

Core Cultural Values

The interview results confirmed that this furniture company really prioritizes core cultural values, especially innovation, collaboration and leadership support. There is consistency in encouraging employees to generate new and innovative ideas in their daily work. The company's approach to failure is not punitive, but is more oriented towards mutual learning and team growth. This creates an environment Where innovation is considered important and appreciated, giving employees encouragement to keep trying new things without fear of failure.

In addition, the company builds an atmosphere that motivates employees to achieve their best in every task they undertake. The leader's fair, exemplary and empathetic attitude inspires employees to give their best in their work. As part of the Operational Production team, the company actively encourages and rewards innovation through incentive and reward programs for successfully implementing new ideas.

Not only leaders listen carefully, but also provide the active support and resources necessary to develop those ideas into real solutions. This approach results in a culture where innovation is considered the key to increasing the company's efficiency and competitiveness, and is valued as a positive employee contribution. Motivation provided by leaders encourages effective collaboration among employees. Leaders also provide support by providing the resources and training necessary to develop ideas into real solutions, giving employees the confidence to continue to innovate and contribute positively to the company. Overall, value the company's core cultural values focus on innovation, collaboration, and strong leadership support, all of which support optimal employee performance.

Implementation of Organizational Culture

The interview results show that in this furniture company, the implementation of organizational culture places great emphasis on innovation, collaboration and leadership support. Employees are consistently encouraged to generate new and innovative ideas in their daily work, with an approach that does not involve harsh penalties for failure, but rather focuses on deep understanding and learning with the team. This creates an environment that allows innovation to be recognized and rewarded, encouraging employees to continue taking risks in trying new things. The company also creates an atmosphere that motivates employees to achieve their best in their tasks, with leaders who act as fair, exemplary, and empathetic models.

As part of the Operational Production team, the company continuously encourages and rewards innovation through incentives and rewards for successfully implemented new ideas. Company leaders not only listen carefully, but also provide active support and the resources necessary to develop those ideas into real solutions.

This approach creates a culture where innovation is considered a key factor for increasing the company's efficiency and competitiveness, and is considered a positive contribution from employees. Encouragement provided by leaders motivates employees to collaborate effectively. Leaders also provide support by providing the resources and training necessary to develop ideas into real solutions, giving employees the confidence to continue to innovate and make positive contributions to the company. Overall, the implementation of organizational culture in this company focuses on innovation, collaboration and strong leadership support, all of which have an impact on optimal employee performance.

Employee Perceptions of Culture

Based on the results of interviews, employees at this furniture company show a very positive perception of organizational culture, which is characterized by a focus on innovation, collaboration, and leadership support. They feel encouraged to develop new and innovative ideas in their daily work, with the company emphasizing deep understanding and mutual learning from each failure, rather than harsh punishment. This attitude creates an atmosphere where innovation is recognized and rewarded, providing encouragement for employees to continue taking risks in new experiments.

Employees also appreciate the behavior of leaders who not only provide direction, but also go directly to the field to work with them in facing production challenges. A consistent attitude in applying high ethical standards, admitting mistakes, and taking corrective steps creates a work environment of mutual trust. In addition, the company provides access to training and skills development necessary to improve the quality of employee work.

The regular discussion forum program provides a platform for employees to share ideas and input to improve production efficiency and quality. Incentive initiatives are also held to reward creative ideas that are successfully implemented. Employees feel that the quality of their work is always considered in accordance with company standards through various stages of routine evaluation.

Overall, employees' perceptions of the organizational culture are very positive, feeling encouraged to innovate, inspired by fair and exemplary leadership, and provided with the resources and training necessary to achieve high performance. This organizational culture that is oriented towards innovation, collaboration and leadership support plays a major role in improving employee performance.

Employee Performance Analysis

Performance Indicators

Based on documented interview results, a number of employee performance indicators in furniture companies can be identified from the perspective of the Product Quality Control team.

One of the main indicators is the values of integrity and ethics emphasized by leaders, which are highly appreciated by all employees. Leaders in this company are considered strong role models, who always demonstrate a high commitment to quality and integrity by ensuring that every decision and action is carried out transparently.

In addition, the company also provides strong encouragement for innovation and new ideas in daily activities, by providing full support through the provision of resources and training needed to increase accuracy and efficiency in quality process control. Efforts to encourage collaboration and open communication are also evident, giving employees the opportunity to share ideas and solutions aimed at continuous improvement, ultimately increasing their motivation and performance.

Recognition from management and customers is also an important indicator, showing the company's commitment to achieving the highest quality in every product. The effectiveness of the implemented system is proven in reducing errors and increasing efficiency, and these achievements are recognized with bonus awards and publications as the best examples of appreciated innovation.

Overall, employee performance indicators in this company include leadership integrity and ethics, support for innovation, collaboration, open communication, and recognition of employee contributions. These factors positively influence work quality and efficiency in the production process, which in turn strengthens customer trust and improves overall company performance.

Employee Perceptions of Performance

Based on the results of interviews, employee perceptions of performance at this furniture company are strongly influenced by transformational leadership and solid organizational culture. Employees feel deeply inspired by their leader's behavior in their daily work, which shows a high dedication to quality and integrity. Leaders provide clear directions and actively accompany the team in the quality control process, demonstrating their commitment through concrete actions.

Employees feel supported by the company in improving the quality of their work, primarily through AI-based technology that increases the accuracy and speed of inspections. Management provides full support by providing necessary resources and training. Once the system was successfully implemented, it effectively reduced errors and increased efficiency. Employee contributions were recognized with bonus awards and publications as the best examples of rewarded innovation.

Additionally, employees feel that the company encourages them to continue innovating without fear of the negative consequences of failure. Full support, including additional training and mentorship, creates a safe and innovative work environment. Recognition from management and customers is also an important indicator, showing the company's commitment to the highest quality in every product produced.

Employees also feel that an organizational culture that encourages collaboration and open communication is very helpful in improving their performance. They can discuss with the team to continuously improve the quality control process, which in turn increases employee motivation and performance. Overall, employee perceptions of performance at this company are very positive, supported by inspirational leadership, a collaborative organizational culture, and full support from management in terms of innovation and quality development.

Supporting and Inhibiting Factors

Based on documented interview results, there are several factors that influence employee performance at this furniture company. One of the main supporting factors is the transformational leadership shown by company leaders. They are considered strong role

models, always ensuring that every decision and action is taken with integrity and a high dedication to quality. Leaders not only provide clear direction, but are also actively involved in the quality control process, demonstrating their commitment through concrete actions.

In addition, the company provides a strong encouragement towards innovation and new ideas in daily work. They provide full support by providing the resources and training needed to improve accuracy and efficiency in quality process control. Management also encourages collaboration and open communication, allowing employees to share ideas and solutions for continuous improvement continuously, which ultimately increases their motivation and performance. Recognition from management and customers is also an important supporting factor, showing the company's commitment to product quality.

However, there are inhibiting factors that need to be overcome. One of the challenges faced is the company's response to mistakes or failure in trying something new. Although companies encourage innovation, employees are concerned about handling errors or failures. This can hinder employees' courage to try new and innovative ideas, ultimately affecting their performance.

Overall, factors supporting employee performance in this company include inspirational leadership, support for innovation, collaboration, open communication, and recognition of employee contributions. However, a critical challenge that needs to be addressed is employee concerns about the company's response to errors or failures in innovation.

Relationship Between Transformational Leadership, Organizational Culture, and Employee Performance

Interaction of Leadership and Culture

The results of interviews regarding the dynamics between leadership and organizational culture in furniture companies confirm that transformational leadership plays a crucial role in forming a productive work environment and improving employee performance. Leaders at the company are recognized as examples worth following, highlighting the values of integrity and ethics in all aspects of their activities. They emphasized the importance of transparency and honesty in customer interactions and ensuring commitments are fulfilled without manipulation or deception. In addition, they build inclusive and empowering working relationships by paying attention to creative ideas from the team and providing motivating responses.

The company's organizational culture strongly encourages innovation and collaboration. Management provides space for employees to share ideas and creative solutions in regular forums and discussion meetings. In addition, the company offers full support and the necessary resources to actualize the idea

the idea while rewarding the team that successfully implemented the idea. Scheduled brainstorming sessions are arranged to encourage each team member to participate in contributing innovative ideas and creative solutions for improving products and services.

The combination of motivating leadership and an organizational culture that supports innovation creates a work atmosphere that inspires employees to give their best. Leaders who demonstrate dedication to customer service and behave as role models, coupled with a culture that values new ideas and teamwork, strengthen collective morale and trust among colleagues. The impact is ultimately reflected in improving the quality of work output and compliance with company standards. Thus, the dynamics of positive interactions between transformational leadership and a progressive organizational culture significantly influence employee performance at the furniture company.

Influence on Performance

The results of interviews examining the influence of transformational leadership and organizational culture on employee performance in furniture companies show that these two factors have an important role and have a significant impact. Transformational leadership in

this company is the key to creating a work environment that empowers and motivates employees to achieve optimal performance. Leaders ensure that teams have the knowledge and resources to deliver service quality to customers. They also rally cooperation between departments, facilitating effective communication and productive teamwork to meet high-quality standards.

An organizational culture that encourages innovation and collaboration also plays a role in improving employee performance. The company provides full support and the necessary resources to bring new ideas to life, as well as rewarding teams that successfully implement these ideas. Not only that, the company also provides access to training and skills development, which helps employees improve the quality of their work.

Employees feel the company's support in overcoming challenges and learning from mistakes that may occur during the innovation process. Periodic post-project evaluations are carried out to identify causes and factors of failure and implement necessary corrective measures. This initiative produces a work culture that encouraging employees to innovate and improve service quality.

Overall, the combination of inspirational leadership and an organizational culture that supports innovation creates a work environment that motivates employees to provide their best performance. Leaders who demonstrate a commitment to serving customers and setting a good example, along with a culture that embraces new ideas and collaboration, strengthen team spirit and employee trust. The impact can be seen in improving the quality of work output and compliance with company standards. Therefore, the interaction between transformational leadership and positive organizational culture significantly influences employee performance in this furniture company.

Implications Managerial

The interview results highlight the significant managerial implications of combining transformational leadership and an organizational culture that encourages innovation in employee performance in furniture companies. As the main driver, transformational leadership enforces high integrity and ethics, sets a strong example in every action, and builds deep trust among employees and customers. This gives managers insight into the importance of leading by example and supporting a positive organizational culture.

An organizational culture that encourages innovation and collaboration is also a managerial focus. The company provides total incentives and support for innovative initiatives, facilitating brainstorming sessions and discussion forums that enable every team member to participate actively. This allows managers to strengthen a culture that motivates employees to create value for the company.

Furthermore, managers must recognize the importance of providing moral and professional support when employees face challenges. Post-project evaluation becomes essential in identifying lessons to be learned from each experience, enabling teams to grow and develop from failures and successes.

Overall, the managerial implication of transformational leadership and an organizational culture that encourages innovation is creating a work environment that motivates employees to give their best. This involves leaders taking on role models and support and a culture that makes room for new ideas and teamwork. This will ultimately lead to improved quality of work output and compliance with company standards.

Discussion of Findings in the Context of Theory and Practice

This research uses a qualitative approach to explore the impact of transformational leadership and organizational culture on employee performance in a furniture company. In-depth interviews and participant observation provide in-depth insight into how these elements

interact and influence employee productivity in the context of the furniture industry. The findings of this research indicate that transformational leadership and positive organizational culture have an essential role in improving employee performance, which aligns with various management theories and best practices in this field.

In a theoretical context, these findings are in line with the concept of transformational leadership outlined by (Mufidah & Syafi'aturrosyidah, 2023), which emphasizes that transformational leaders are those who can inspire and motivate their followers to achieve higher levels of performance through four main components: idealistic influence, motivation inspirational, intellectual stimulation, and individual consideration. Leaders who demonstrate an idealistic influence become role models for employees, increasing respect and trust in the leader. The findings of this study show that employees feel motivated and passionate about achieving organizational goals when they see their leaders as role models. Inspirational motivation, the second component, refers to a leader's ability to motivate and inspire employees with a clear and compelling vision.

In this study, many employees reported that their leaders were able to articulate an inspiring vision and goals, which increased morale and their commitment to work. Intellectual stimulation, which encourages employees to think creatively and innovatively, can also be seen in how leaders at this company encourage employee participation in the decision-making process and problem solutions. This not only increases employee engagement but also strengthens their sense of ownership over their work. Individualized consideration, the final component, involves the leader's attention to employees' personal needs and well-being. Employees who feel cared for and supported by their leaders tend to show higher levels of loyalty and commitment to the company.

Organizational culture also plays an important role in supporting employee performance. (Zebua et al., 2023) suggests that a strong organizational culture can influence employee behavior and overall organizational performance. In this research, cultural elements such as open communication, collaboration, and appreciation for innovation have been identified as key factors that create a conducive work environment. Open communication enables effective information flow and reduces misunderstandings, which in turn increases operational efficiency. Collaboration between departments strengthens working relationships and makes it easier to solve problems together. Rewarding innovation motivates employees to contribute with new ideas that can improve work processes and products.

In practice, these findings indicate that companies that want to improve employee performance must focus on developing transformational leadership and building a supportive organizational culture. Focused leadership training

The development of the four components of transformational leadership can help create leaders who are able to inspire and motivate employees. Apart from that, companies must also create a work environment that supports open communication, collaboration and innovation. Reward programs that recognize and reward employees' contributions can increase their motivation and engagement.

The combination of transformational leadership and a positive organizational culture not only improves employee performance but also creates a more harmonious and productive work environment. Employees who feel valued and supported by their leaders, and work in a culture that encourages participation and innovation, tend to demonstrate higher performance and be more proactive in their work. Conversely, employees who do not feel support from leaders or work in an unsupportive culture tend to show lower performance, are less motivated, and are more likely to experience work stress.

These findings have significant practical implications for corporate management. Investing in leadership training and development that focuses on the principles of transformational leadership can produce leaders who are more effective in inspiring and

motivating employees. In addition, companies must actively build and strengthen an organizational culture that supports open communication, collaboration and innovation.

Rewards programs that specifically recognize and reward employees' innovation and contributions can further encourage their morale and engagement. Overall, this research confirms that the combination of transformational leadership and positive organizational culture is an effective formula for improving employee performance. By focusing on

leadership development and strengthening organizational culture, these furniture companies can achieve higher levels of productivity and efficiency, as well as create a more satisfying and motivating work environment for their employees.

Strategy Implementation based on these findings will not only improve employee performance but also contribute to the long-term success of the company. In the context of management theory, these findings add to the empirical evidence that supports transformational leadership theory and the importance of a strong organizational culture. It also highlights how these theories can be applied in practice to achieve real and profitable results for organizations. For management practitioners, these findings offer concrete guidance on how to develop and implement transformational leadership and build a supportive organizational culture to achieve optimal employee performance.

In summary, this research provides a valuable contribution to both management theory and practice. By showing how transformational leadership and a positive organizational culture can significantly improve employee performance, this research provides insights that companies can use to improve their productivity and operational efficiency. Strategies based on these findings can help these furniture companies, and other organizations, to create a more harmonious and productive work environment, which will ultimately contribute to their long-term success.

The Impact of Transformational Leadership on Employee Performance

The results of this research explore the impact of transformational leadership on employee performance in a furniture company, by utilizing qualitative methods through in-depth interviews and participatory observation of seven key informants. The findings show that transformational leadership has a significant positive impact on employee performance in the company. The majority of informants stated that leaders who inspire and motivate them to achieve company goals tend to improve overall team performance. The concept of transformational leadership is explained through four main components: idealistic influence, inspirational motivation, intellectual stimulation, and individual consideration.

idealistic influence, Where the leader becomes a role model for employees, standing out in this company. Employees feel motivated when they see their leaders working hard and committed to the company vision. Inspirational motivation, namely the leader's ability to clearly articulate the company's vision and goals, also plays an important role in improving employee performance. Leaders who are able to provide strong motivation succeed in creating a productive and harmonious work environment. Intellectual stimulation, which encourages employees to think creatively and innovatively, has also been proven to have a positive impact. The company encourages innovation through innovative idea competitions and the "Innovation Day" program, creating a vibrant work atmosphere.

individual considerations, Where Leaders providing personal attention and support to employees were also found to have a significant impact on employee performance. Employees feel valued and supported by their leaders, creating close relationships and building respect and trust. Leaders who are involved in solving production challenges with their teams demonstrate high integrity and ethics, which are the foundation of a positive organizational culture.

Employees respond positively to a transformational leadership style that promotes innovation, skill development and a motivating work environment. This finding is in line with

management theory which emphasizes that transformational leaders are able to inspire and motivate their followers through four main components. Idealistic influence provides role models for employees, inspirational motivation clearly articulates the company vision, intellectual stimulation encourages creativity, and individualized consideration ensures employees feel valued.

Overall, transformational leadership has a significant and positive impact on employee performance at this furniture company. This not only contributes to improving the quality of work output, but also to the long-term success of the company through building a strong organizational culture oriented towards innovation and employee development.

The Influence of Organizational Culture on Employee Performance

This research investigates the influence of organizational culture on employee performance in a furniture company using qualitative methods. Data was obtained through in-depth interviews and participant observation with seven key informants from various departments. The findings confirm that organizational culture plays a key role in determining employee performance in these companies.

One important aspect of organizational culture is the collaboration that is emphasized in the company. Employees feel the urge to work together and help each other in achieving common goals. This creates a fun and productive environment where effective information flow and proper problem solving can occur. Likewise, rewarding innovation provides incentives for employees to think creatively and provide new ideas that can improve work processes or products. When their efforts are recognized and appreciated, employees feel more motivated to contribute to their maximum potential.

Furthermore, the company provides access to training and development to improve employee skills and knowledge. This training not only increases competence but also increases self-confidence and job satisfaction. Additionally, recognition programs that specifically recognize employee contributions also increase their morale and engagement.

These findings are consistent with management theory which emphasizes the role of organizational culture in employee performance. A positive organizational culture creates a supportive work environment, where employees feel motivated and appreciated.

The company's collaborative and innovative culture creates optimal conditions for high performance. Employees feel more motivated and engaged in their work, which in turn increases productivity and efficiency.

Overall, these findings indicate that a positive and supportive organizational culture has a significant impact on employee performance at this furniture company. The combination of transformational leadership and positive organizational culture creates an optimal work environment for high performance. Thus, this research highlights the importance of a strong and inspiring organizational culture in achieving a company's long-term success.

The company's success in promoting a collaborative, innovative culture, and oriented towards employee appreciation and development proves that these factors play an important role in creating a work environment that motivates and supports employees. Thus, managers and organizational leaders can take lessons from this research to strengthen their organizational culture, which in turn will have a positive impact on employee performance and overall company success.

Interconnection of Concepts

Thematic Analysis

In Chapter 4 of the author's thesis entitled "The Impact of Transformational Leadership and Organizational Culture on Employee Performance: Case Study in a Furniture Company," an in-depth analysis was carried out regarding the influence of transformational leadership and

organizational culture on employee performance in a furniture company. The main objective of this research is to determine the extent to which transformational leadership and organizational culture can improve employee performance, as well as to understand the internal dynamics that influence these results.

In this research, the method used was qualitative, with in-depth interview techniques with company staff. The interview was held on May 28, 2024, at CV. Agung Jaya Putra Furniture, involving several selected staff purposes. This staff selection aims to obtain relevant and in-depth information related to the research topic. The analytical method used in this research is thematic analysis, where data obtained from interviews is organized into main themes related to transformational leadership, organizational culture, and employee performance. This analysis helps identify patterns and relationships between the variables studied.

The research was conducted with high ethics and professionalism, ensuring that all information obtained was used only for academic and research purposes. In addition, data confidentiality is maintained in accordance with applicable regulations so that participants feel safe and comfortable providing information.

The author succeeded in collecting rich and comprehensive data, which is expected to significantly contribute to our understanding of how transformational leadership and organizational culture can influence employee performance in furniture companies.

Validity of Triangulation Data

In the research entitled "The Impact of Transformational Leadership and Organizational Culture on Employee Performance: A Case Study in a Furniture Company," the author applies the triangulation method to ensure the validity and credibility of the data obtained. Triangulation is a technique that combines data from various sources and uses several data collection methods to provide a deeper and more comprehensive understanding of the phenomenon under study.

The author collected data through various techniques, including in-depth interviews, participant observation, and document study. In-depth interviews were conducted with seven key informants, including managers, supervisors, and employees from various departments in the furniture company. Informants were selected based on their work experience and understanding of company dynamics. Interview results were recorded, transcribed, and analyzed using a thematic approach to identify relevant patterns and themes.

Apart from interviews, the author also conducted participant observation to observe the company's work environment and daily interactions. These observations provide additional context and help us understand how transformational leadership works and how organizational culture is applied in daily practice. The author also collects and analyzes company documents such as performance reports, internal policies, and meeting notes. These documents provide additional data that can be used to verify and strengthen findings from interviews and observations.

One concrete example of how data from various sources support each other and confirm the findings is the influence of transformational leadership on employee performance. Interviews with managers and supervisors revealed that the transformational leadership style they implemented, such as providing a clear vision, supporting employee development, and providing constructive feedback, positively impacted employee motivation and performance.

These findings are supported by participatory observation, which shows that employees who work under transformational leadership tend to be more proactive and enthusiastic and have high attendance levels. Observations also show that employees feel more engaged and satisfied with their work, reflected in the quality of their work output and high productivity.

In addition, analysis of company documents such as performance reports and meeting notes confirms these findings. Performance reports show significant increases in productivity

and quality of work after implementing a transformational leadership style. Meeting records show that initiatives led by transformational managers are often successful and gain support from employees.

By combining data from interviews, observations, and company documents, the author can ensure that the findings of this research have high validity and provide a comprehensive picture of the impact of transformational leadership and organizational culture on employee performance. This triangulation method helps verify data and provides more profound and richer insights into the phenomenon under study. By using various data sources and data collection methods, the author can present a more accurate and detailed analysis of how transformational leadership and organizational culture can influence employee performance in the context of a furniture company.

Qualitative Data Analysis

In the research entitled "The Impact of Transformational Leadership and Organizational Culture on Employee Performance: A Case Study in a Furniture Company," the author used NVivo qualitative analysis software to identify keywords from interview transcripts. NVivo is a handy tool for qualitative data analysis because it allows researchers to organize, group, and recognize patterns in text data.

After importing the interview transcripts into NVivo, the author utilized the "Word Frequency Query" feature to identify the most frequently occurring keywords. Some of the main keywords identified included "transformational leadership," "organizational culture," "employee performance," "motivation," "innovation," "collaboration," "integrity," and "support."

The following is the frequency of appearance of several main keywords in the interview transcript:

- "Transformational leadership" appears 45 times
- "Organizational culture" appears 38 times
- "Employee performance" appears 32 times
- "Motivation" appears 28 times
- "Innovation" appears 25 times
- "Collaboration" appears 22 times
- "Integrity" appears 20 times
- "Support" appears 18 times

The identified keywords are very relevant to the research theme. For example, "transformational leadership" often appears in how leaders at this furniture company inspire and motivate employees to achieve better performance. This keyword is also related to dimensions of transformational leadership, such as inspirational motivation and individual support.

The keyword "organizational culture" often appears in discussions about how corporate values and norms influence employee behavior and performance. An organizational culture that supports innovation and collaboration is very influential in creating a productive and creative work environment.

The keyword "employee performance" appears when evaluating and improving productivity and work quality. These findings indicate that transformational leadership and positive organizational culture directly impact employee performance.

The keywords "motivation," "innovation," "collaboration," "integrity," and "support" also appear frequently and are interrelated. For example, employee motivation increases when they feel supported by their leaders and work in a culture that encourages innovation and collaboration. Leader integrity also plays a vital role in building employee trust and commitment.

Using NVivo to analyze keyword patterns, the authors identified vital themes supporting the research findings. This analysis proves that transformational leadership and positive organizational culture significantly influence employee performance in furniture companies.

In more detail, NVivo, in this research, allowed the author to systematically evaluate and organize interview data, which was imported and analyzed using the "Word Frequency Query" feature to determine the most frequently occurring keywords. Words such as "transformational leadership" and "organizational culture" were dominant elements in the discussion, reflecting the critical role of leaders and culture in improving employee performance. For example, in interviews, "transformational leadership" was often associated with practices that inspire and motivate employees. In contrast, "organizational culture" is often associated with values and norms that influence employee behavior and performance.

The use of keywords such as "motivation," "innovation," "collaboration," "integrity," and "support" indicates a close relationship between various aspects of leadership organizational culture and employee performance. "Motivation" is often associated with employees feeling supported by their leaders and a work culture encouraging innovation and collaboration. Leader "integrity" was also essential in building employee trust and commitment and improving performance.

Analysis of these keyword patterns shows that transformational leadership and positive organizational culture significantly impact employee performance. These findings are strengthened by data from various sources processed using NVivo, which helps verify and reinforce the interview results. Thus, this research provides in-depth insight into the influence of transformational leadership and organizational culture on employee performance and offers a solid method for qualitative data analysis.

Throughout the research, NVivo was an analytical tool that allowed the authors to organize and identify critical themes relevant to the study. The keywords provide a comprehensive picture of how transformational leadership and organizational culture influence employee performance. This analysis shows that researchers can achieve a deeper and more valid understanding of the phenomena under study using multiple data sources and sophisticated analytical methods.

Relationship Between Concepts

In the research entitled "The Impact of Transformational Leadership and Organizational Culture on Employee Performance: A Case Study in a Furniture Company," the author used the mind mapping feature in NVivo to visualize the relationship between the main research concepts. The mind mapping feature in NVivo allows authors to organize and connect various concepts that emerge from the qualitative data that has been collected, assisting in a deeper understanding of the interactions between research elements.

Creating a mind map begins after the author imports interview data and documents into NVivo. The first step is to identify key concepts relevant to the research, such as "transformational leadership," "organizational culture," "employee performance," "motivation," "innovation," "collaboration," "integrity," and "support." The author then uses the mind-mapping feature to create a visualization showing how these concepts are related. After creating the mind map, the author exported it from NVivo for further analysis. The following is an explanation of the relationship between elements in a mind map:

1. Transformational Leadership:

- Motivation: Transformational leadership focuses on providing a clear vision and inspiration to employees, increasing motivation. Leaders who apply this style are able to inspire employees to work with higher enthusiasm and stronger dedication.
- Support: Transformational leaders support employees, helping them develop skills and achieve personal and professional goals. This support includes mentoring, training, and

recognition of employee achievements, all contributing to improved performance.

2. Organizational Culture:

Innovation: An organizational culture that supports innovation encourages employees to think creatively and find new solutions to their problems. An innovative work environment allows employees to feel safe taking risks and coming up with new ideas, ultimately increasing productivity and efficiency.

- **Collaboration:** A culture that encourages collaboration improves teamwork and communication between departments, increasing work efficiency and effectiveness. Good collaboration ensures that different parts of an organization work together toward the same goals, reducing barriers and improving overall performance.
- **Integrity:** Values of integrity in an organizational culture build trust between employees and management, which is essential for consistent performance and high quality. Integrity creates an honest and transparent work environment where employees feel valued and motivated to give their best.

3. Employee Performance:

- **Motivation:** Motivated employees tend to perform better, because they are more enthusiastic and committed to their work. This motivation often results from inspirational leadership and a supportive organizational culture.
- **Innovation:** Employees who work in an environment that supports innovation tend to be more productive and able to produce new ideas that benefit the company. The ability to innovate provides a competitive advantage and helps companies grow.
- **Collaboration:** Effective collaboration between employees and departments improves overall performance by ensuring all team members work towards the same goal. Good collaboration facilitates the efficient flow of information and resources, essential for achieving optimal results.
- **Support:** Support from leaders and coworkers helps employees overcome challenges and improve their performance. This support can take the form of practical help, such as training and resources, or emotional support, such as recognition and appreciation.

By using the mind mapping feature in NVivo, the author can see how the main concepts in the research relate to and influence each other. This mind map helps organize data and provides deeper insight into the dynamics of the furniture company under study.

Creating a mind map involves identifying critical concepts from the collected qualitative data, which are then connected in a visualization that facilitates understanding the interactions between concepts. For example, the idea of “transformational leadership” is often associated with increasing “motivation” and “support” for employees, which leads to improving their performance. Likewise, a positive “organizational culture,” which includes aspects such as “innovation,” “collaboration,” and “integration,” was found to influence employee performance greatly.

The authors also found that employee motivation increased when they felt supported by their leaders and worked in a culture that encouraged innovation and collaboration. Leader integrity plays a vital role in building employee trust and commitment, which ultimately positively impacts their performance.

By using NVivo to analyze and map relationships between concepts, the authors were able to identify the main themes that support research findings. Mind maps generated from NVivo provide additional evidence that transformational leadership and positive organizational culture significantly influence employee performance. This visualization helps authors organize complex qualitative data and provides deeper insight into interactions between elements in research. Thus, using the mind mapping feature in NVivo not only enriches data analysis but also helps compile more systematic and comprehensive research reports.

The results of interviews with various parties at this furniture company show that transformational leadership and an open organizational culture have a significant impact on employee performance. Different elements such as innovation, open communication, human resource development, and focus on product quality play a crucial role in creating a dynamic and productive work environment.

Hj. Saneri, Human Resources Development Manager, revealed that transformational leadership in this company contributes significantly to employee performance. Leader integrity and ethics are the basis for forming a positive organizational culture. Companies encourage innovation by providing dedicated time for employees to work on innovative projects outside their regular duties. This increases creativity, allows employees to develop new skills, and improves job satisfaction.

Human resource training and development programs are also offered to ensure that employees always have the latest knowledge and tools necessary to improve the quality of their work. With an open and supportive organizational culture, employees feel freer to express ideas without fear of rejection, which supports the creation of an inclusive and collaborative work atmosphere.

Furthermore, an interview with Ayu from the Operational Production sector revealed that the company consistently encourages and rewards innovation at various levels. Ayu stated that the company provides regular forums inviting employees to share ideas and creative solutions. Management supports these ideas with the necessary resources and training and recognizes innovative contributions that have been successfully implemented. Inspirational team leaders create a dynamic and productive work environment where employees feel valued and motivated to give their best. Internal competition programs for new product ideas also help encourage innovation among employees. A positive attitude towards mistakes and failures in the innovation process is also emphasized, focusing on learning from each experience.

An open and supportive organizational culture also plays a crucial role in increasing employee satisfaction and performance. Recognition of innovation and positive contributions strengthens employees' sense of ownership and motivation to continue innovating. Leaders who demonstrate integrity, transparency, and commitment to company values build trust within the team and with customers. Active support from management in facilitating brainstorming and discussion sessions ensures that new ideas are always open to exploration and implementation.

Evi from the Product Logistics sector pointed out that companies also emphasize quality in their operations. He ensures compliance with standard operating procedures (SOP) and carries out routine checks on incoming and outgoing goods. Neat and accurate administrative documentation is the basis for efficiency in logistics management.

In handling large shipping projects, Evi successfully coordinated all aspects of shipping, from selecting transportation methods to loading schedules, ensuring all relevant documents were prepared on time. This success is recognized by management and clients, demonstrating the company's commitment to quality and internal efficiency service.

The company also actively supports improving the quality of work through regular training on supply chain management and the adoption of the latest technology in logistics. By ensuring that industry standards constantly update work facilities and tools, the company keeps the quality of work high and responsive to market and technological changes.

Interviews with the Research and Development (R&D) team show that transformational leadership is essential in inspiring employees to create innovations. Inspirational R&D leaders are directly involved in the innovation process and create a work environment that supports the exploration of new ideas. Internal competitions for new product ideas stimulate creativity across teams, while a data-driven approach and regular evaluations ensure that each product meets company quality standards and market needs.

An organizational culture supporting innovation also helps deal with errors and failures as a natural part of the innovation process. By promoting a positive attitude towards learning from mistakes, companies reduce the fear of failure and develop the ability to continuously create and improve the quality of their products.

Overall, the interview results show that transformational leadership and an organizational culture that supports innovation, open communication, and a focus on human resource development significantly impact employee performance at this furniture company.

Inspirational leaders and a work culture that supports innovation create a dynamic and productive work environment where employees feel valued and motivated to innovate. Incentive, reward, and training programs provided by the company also contribute positively to employee performance and the company's overall well-being.

With a commitment to integrity, transparency, and the opportunity to innovate, this furniture company has not only succeeded in maintaining high-quality standards but also created a work environment that allows for professional and personal growth for each team member. In doing so, they meet market expectations and become pioneers in innovation and excellence in their industry.

This research also identifies job satisfaction as a mediating factor between transformational leadership style, organizational culture, and employee performance. A deeper understanding of how employees respond to leadership styles and organizational culture and its impact on their level of job satisfaction provides a basis for recommending better development strategies in corporate management.

As recommendations, this research suggests developing a more structured and focused leadership training program, maintaining a positive and supportive organizational culture, and adopting a flexible management approach to ensure that companies can continue to adapt and improve employee performance in the future.

Thus, the triangulation method used in this research provides a deep and verified understanding of the impact of transformational leadership and organizational culture on employee performance at CV. Mebel Agung Jaya Putra also emphasizes the importance of a multi-method approach in qualitative research to obtain a holistic and accurate picture of complex organizational phenomena. This method ensures that the findings obtained have solid internal validity and significant external relevance for managerial practices and organizational policies in the furniture industry.

CONCLUSION

This research provides a deep understanding of the dynamics of transformational leadership and organizational culture in the corporate context furniture. These findings highlight the importance of inspiring leadership and a supportive organizational culture for achieving optimal employee performance. Practical implications of this research include the need for leaders to adopt transformational and managerial approaches to cultivate a supportive work environment. This will help create optimal conditions for high performance and the company's long-term success.

For future research, exploring this relationship in a different industrial context and with a larger sample size is recommended to validate these findings. Quantitative methods can also provide a more comprehensive understanding of the factors influencing employee performance. Thus, this research offers a valuable contribution to our understanding of how transformational and cultural leadership in an organization influences employee performance, as well as its implications in the broader context of human resource management.

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