

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON WORK-LIFE QUALITY AND THE IMPACT ON PERFORMANCE OF THE EDUCATION AND CULTURE DEPARTMENT IN ACEH SELATAN DISTRICT

Azhar, Sorayanti Utami* and Ahmad Nizam

Management Department, Universitas Syiah Kuala, Indonesia

<http://doi.org/10.35409/IJBMER.27022.3452>

ABSTRACT

This research aims to examine the transformational leadership and organizational culture role in work-life quality and its impact on the performance of the Education and Culture Department of Aceh Selatan district, Indonesia. The population was all 100 employees and the sample used was as same as the population. Data was analyzed thru the Structural Model (SEM) test. The result reveals that in the Education and Culture Department of Aceh Selatan, Transformational Leadership affected Work-life quality; Culture affected Work-life quality; Transformational Leadership did not affect Staff performance; Culture affected Staff performance; Work-life quality affected Staff performance; Work-life quality fully as a mediator in Transformational Leadership affected Staff performance; and Work-life quality partially as a mediator in the Culture affected Staff performance. These findings prove that the model for improving staff performance in the Education and Culture Department of Aceh Selatan is a function of strengthening transformational leadership, adjusting culture, and improving the work-life quality of their staff.

Keyword: Transformational Leadership, Organizational Culture, Work-life quality, Staff performance.

1. INTRODUCTION

Education quality is a problem that the government has always strived to improve. Controlling education is controlling the human resources quality in the system. To find out this control requires information about the condition of students, whether there are changes, whether the teachers function, and whether the school supports the implementation of the educational program. The quality of education in Indonesia experiences ups and downs, where the quality of education between schools in cities and different areas is caused by several factors including: (a) facilities and infrastructure factors, (b) HR factors, (c) educational books, and (d) factors from the students themselves. The quality of education is closely related to the quality of students because students are the center point of the teaching and learning process. Therefore, improving the quality of education must be followed by improving the quality of students. The improvement in the quality of students can be seen in the high level of student learning outcomes, while the high level of student learning outcomes is influenced by the magnitude of the student's interest in learning.

In the education quality survey issued by Programme for International Student Assessment (PISA), Indonesia is ranked 72 out of 77 countries. Observers assess the low competence of teachers and an education system that is too old-fashioned to be the cause. This data puts Indonesia in the sixth lowest rank, still far below neighboring countries such as Malaysia and Brunei Darussalam. The

PISA survey is a reference in assessing the quality of education in the world, which assesses reading, math, and science skills. At the provincial level of Indonesia, Aceh's education is ranked 27th nationally out of 34 provinces. Meanwhile, at the district level, Aceh Selatan Regency is still ranked 16th out of 33 regencies/cities in Aceh Province. This shows that the Education and Culture Department of Aceh Selatan Regency in advancing education performance has not been good. The Education and Culture Department has the task of assisting the Regent in carrying out government affairs in the education and culture field which are the regional authority and assistance tasks assigned by the regional head. This performance that has not been maximized is influenced by the performance of employees or existing human resources. The staff performance of the Education and Culture Department in Aceh Selatan is still not optimal, where the performance given by employees has not been consistent in recent years, which is shown in Table 1 below.

Table 1 Staff performance Achievement

Year	Average Achievement of SKP
2016	91.02
2017	92.07
2018	90.11
2019	88.22
2020	87.02
2021	86.01

Table 1 describes the performance of employees at Aceh Selatan Education and Culture Department decreased from 2017 to 2021. This shows that staff performance has not been maximized due to a decrease in performance achievement reports (SKP). Improved staff performance will have an impact on organizational achievement. The research initial survey reveals the respondent's perceived staff performance is still relatively low because an average value of 3.28 is obtained/poor category (range 1-5 on the Likert scale unit), which indicates that staff performance has not been maximized as expected. Performance aspects that contribute to poor staff performance are aspects of quality and quantity of work, aspects of commitment, aspects of the discipline, and aspects of leadership. Meanwhile, several other aspects have shown good performance.

The previous phenomenon showed that the decline in staff performance was caused by the low organizational behavior (Work-life quality) of employees. Other factors that can affect staff performance are transformational leadership (Sya'baniah, Saryono, & Herlina, 2019), and organizational culture (Wardani, Mukzam, & Mayowan, 2016). According to (Cascio, 2018), Work-life quality can be defined as employees' perceptions of their mental and physical well-being when working. Both compensation and staff performance can be strengthened or weakened by the quality of employees' work life. Satisfactory compensation will have a positive impact on high staff performance so that the existence of the work-life quality of employees will be strengthened because of it and vice versa. Based on this statement, the quality of work of employees is proven to place them in a position that will determine the work environment on staff performance. The research initial survey reveals the work-life quality perceived by respondents is still relatively low

because an average value of 3.39 is obtained/poor category (range 1-5 on the Likert scale unit), which explains that the quality of employee work-life is not optimal as expected. The performance aspect that contributes low is the salary that is given to employees does not allow them to satisfy their various needs following the standard of living of the employees concerned and not following the standards of wages and salaries prevailing in the job market.

The next factor is transformational leadership. The Relationship of Transformational Leadership to Performance, namely: FunctionThe most important leadership is to motivate subordinates, transformational leadership is believed to have an influence on an organization, institution, or company in non-financial forms such as job satisfaction and staff performance. Transformational leaders motivate their employees to perform unexpected performances through the transformation of their thoughts and attitudes in achieving these unexpected performances, one of the behaviors that must be shown by a transformational leader is the influence of idealism, motivation, intellectual stimulation, and individual consideration. Leaders have the responsibility of creating the conditions and incentives that motivate members to achieve the goals set. Motivation or encouragement can have an impact on positive behavior, namely providing morale, or negative impact, namely pressure. Effective leaders are leaders who recognize the important strengths contained in the leadership of a group and are flexible in the approach they use to carry out these leadership tasks which can lead to motivation that can improve the performance of their subordinates. The research initial survey reveals Transformational Leadership is perceived by respondents as good because it has an average value of $3.31 < 3.41$. However, there are still indicators that have a low average score, namely the leadership lacks personal charm and attractiveness which contributes to the extraordinary ability to get others to support the vision and also promote it passionately.

Another factor that affects the performance of the employees themselves is organizational culture. The work environment must be following the needs of the employee so that the employee can be more optimal in completing the task. (Liliweri, 2014) explains culture will show the rules of the game that apply in the organization. The research initial survey reveals the organizational culture is perceived by respondents as good because it has an average value of $3.38 < 3.41$. However, there are still indicators that have a low average value, namely, employees are not always innovative and dare to take risks. Thus the organizational culture that has been running has not been maximized. Several previous studies such as research by (Lisabella & Hasmawaty, 2021), (Lestari & Irfani, 2019), (Thamrin, 2012), (Putra & Adnyani, 2016), (Fachreza, Musnadi, & Shabri, 2018), and (Zubair, Yunus, & Chan, 2015) has been carried out in examining the influence between research variables. However, no previous research has examined educational performance. Thus, this research is considered important to be carried out to determine the factors in improving the performance of the Education and Culture Department in Aceh Selatan.

2. LITERATURE

Staff performance

Performance is organizational behavior that is directly related to the production of goods or the delivery of services (Admin_prokomsetda, 2019). (Yukl, 2010) use the term proficiency which has a broader meaning, where Proficiency is seen from three aspects, namely: behaviors shown by a person at work, tangible results or outcomes achieved by workers, and assessments on factors

such as motivation, commitment, initiative, leadership potential and work morale. (Gibson, Ivancevic, & Konopaske, 2012) defines performance as the result of work related to organizational goals such as quality, efficiency, and other effectiveness criteria. According to (Robbins & Judge, 2017) performance indicators are tools to measure where employees' performance is achieved. Some indicators to measure Staff performance are: Work quality; Quantity; Punctuality; Effectiveness; Service Orientation; Integrity; Commitment; Discipline; Cooperation; and Leadership.

Work-life quality

(Mangkuprawira, 2011) explains work-life quality is the level of satisfaction, motivation, involvement, and experience of individual commitment regarding their life at work. According to (Cascio, 2018), Work-life quality is one of the important goals in meeting the needs of employees. There are two views on the meaning of Work-life quality. First, Work-life quality is some circumstances and practices of the organization. Second, Work-life quality is the perception of employees that they want to feel safe, feel satisfied, and get the opportunity to grow and develop as human beings. Indicators of work-life quality according to (Zin, 2004) include:

1. Growth and development

Growth and development are the possibilities to develop capabilities and the availability of opportunities to use the skills or knowledge possessed by employees.

2. Participation

Participation is the opportunity to be involved in making decisions that affect directly or indirectly the work.

3. Innovative reward system

An innovative reward system is that the rewards provided to employees enable them to satisfy their various needs following the standard of living of the employee concerned and the wage and salary standards prevailing in the labor market.

4. Work environment, namely the availability of a conducive work environment, including the determination of working hours, regulations that apply to leadership, and the physical environment.

Transformational Leadership

The right leadership style can reflect the magnitude of the responsibility of superiors to their employees. When employees get an example of the right leadership from their superiors, this can encourage employees to be disciplined in the implementation of occupational safety and health. Therefore, it is hoped that the leaders will be able to set the right example for their employees or employees. (Kartono, 2019), leadership style is a habit, character, nature, personality, and temperament that distinguishes a leader in interacting with others. (Zainal, Hadad, & Ramly, 2019) states leadership style is a set of strategies used by a leader to influence employees so that organizational goals are achieved or it can also be said that leadership style is a pattern of strategies or behavior patterns that are preferred and often applied by a leader. Meanwhile, according to (Hasibuan, 2014), leadership style is a way used by a leader to be able to influence employees. Transformational leadership is a stimulating leader and inspires (transform) followers for extraordinary things according to (Edison, Riyanti, & Yustiana, 2016). There are several indicators

of transformational leadership style according to (Kharis, 2015): Charisma, Inspirational Motivation, Intellectual Stimulation, and Individualized Attention.

Organizational culture

(Fachreza et al., 2018), organizational culture is increasingly developing in line with the increasing dynamics of the climate in the organization. However, in the process of adaptation, most argue that the core of culture is a shared value system. (Wibowo, 2013), states that culture consists of a shared mental program that requires individual responses to their environment. The definition contains meaning that we see culture in everyday behavior, but it is controlled by a mental program that is implanted very deeply. Meanwhile, Edgar Schein in (Wibowo, 2013), argues that organizational culture is a philosophy that underlies organizational policies, rules for socializing, and the feeling or climate brought about by the organization's physical preparation. According to (Sudarmanto, 2014), research shows that seven main characteristics overall indicate the nature of an organization's culture, namely: Innovation and Daring to Take Risks, Results Orientation, Team orientation, Aggressiveness, and Stability.

Hypothesis

Several hypotheses for this study can be mapped from facts and literature.

H1 : Transformational Leadership affected the Work-life quality;

H2 : Culture affected the Work-life quality;

H3 : Transformational Leadership did not affect Staff performance;

H4 : Culture affected Staff performance;

H5 : Work-life quality affected Staff performance;

H6 : Work-life quality mediates the Transformational Leadership affected Staff performance;

H7 : Work-life quality mediates the Culture affected Staff performance

3. METHOD

In this study, the population was all employees at the Education and Culture Department of Aceh Selatan district, totaling 100 employees, consisting of 63 permanent and 37 non-permanent (contract/honorary). The population was taken as respondents. The data collected includes primary and secondary data. This study used data analysis tools that had been collected previously. Data was analyzed thru Structural Model (SEM) test by the AMOS software. This data analysis tool was an inferential statistical tool used for hypothesis testing. Before testing the model, confirmatory factor analysis (CFA) was used, and the next step was the structural test which is based on the goodness-of-fit measure (Hair, Babin, Anderson, & Black, 2018).

4. RESULT

The hypothesis testing was based on the Critical Ratio (CR) as shown in the Table below.

Table 1. Standardized Regression

	Influence	Estimate	SE	CR	P	R-Square
Work-life quality	<--- Transformational leadership	0.344	0.091	2,916	0.004	0.539
Work-life quality	<--- Culture	0.485	0.100	3,077	0.002	
Staff performance	<--- Transformational leadership	0.174	0.067	1,743	0.081	0.764
Staff performance	<--- Culture	0.309	0.106	2,246	0.025	
Staff performance	<--- Work-life quality	0.508	0.066	3,509	0.000	

Source: Primary Data Processed, (2022)

Table 1 provides the R square for the Transformational Leadership and Culture role in the Work-life quality is 0.539. This shows Transformational Leadership and Culture can explain the Work-life quality variable by 53.9%, and the remaining 46.1% is described by other factors outside the study. The R square for the Transformational Leadership, Culture, and Work-life quality role in Staff performance is 0.764. This shows Transformational Leadership, Culture, and Work-life quality can explain the variable Staff performance by 76.4%, and the remaining 23.6% is described by other factors outside the study.

Transformational leadership on Work-life quality (H1)

Testing the Transformational Leadership on Work-life quality resulted in CR 2,916 with p 0.004. This reveals that Transformational Leadership affected improving Work-life quality. The magnitude of the Transformational Leadership influence on Work-life quality is 0.344 or 34.4%. This explains in the Education and Culture Department of Aceh Selatan the better Transformational Leadership the higher the Work-life quality.

Culture on Work-life quality (H2)

Testing the Culture on the Work-life quality resulted in CR 3.077 with p 0.002. This explains Culture affected improving Work-life quality. The magnitude of the Culture influence on Work-life quality is 0.485 or 48.5%. This shows in the Education and Culture Department of Aceh Selatan the more suitable the Culture the higher the Work-life quality.

Transformational leadership on Staff performance (H3)

Testing the transformational leadership role in staff performance resulted in CR 1.743 p 0.081. This explains in the Education and Culture Department of Aceh Selatan Transformational Leadership did not affect staff performance because the significance value is > 0.05.

Culture on Staff performance (H4)

Testing the culture role in staff performance resulted in CR 2.246 with p 0.025. This describes culture affected staff performance because the significance value obtained is <0.05. The magnitude of the Culture role in Staff performance is 0.309 or 30.9%. This explains in the Education and Culture Department of Aceh Selatan that the more suitable the Culture the higher the staff performance.

Work-life quality on Staff performance (H5)

Testing the work-life quality role in Staff performance resulted in CR 3.509 with p 0.000. This describes the Work-life quality affected Staff performance. The magnitude of the Work-life quality role in Staff performance is 0.508 or 50.8%. This reveals the higher the work-life quality the higher the staff performance.

Transformational leadership on staff performance Behavior through Work-life quality (H6)

The Sobel calculation resulted in 3.393 with p 0.000. Thus, Work-life quality acted as a mediator of Transformational Leadership influence on Staff performance. Thus, because Work-life quality affected and also acted as a mediator, Transformational Leadership did not affect Staff performance, then the work-life quality role in mediating the Transformational Leadership influence on Staff performance is full. Full means in the Education and Culture Department of Aceh Selatan, Transformational Leadership can contribute to changing the Staff performance only thru Work-life quality.

Table 2. Transformational Leadership on Staff performance Through Work-life quality

Input:		Test statistic:	Std. Error:	p-value:
a	0.344	Sobel test: 3.39308306	0.05150242	0.00069111
b	0.508	Aroian test: 3.37024403	0.05185144	0.00075102
s _a	0.091	Goodman test: 3.41639279	0.05115103	0.00063457
s _b	0.066	Reset all	Calculate	

Culture on Staff performance through Work-life quality (H7)

The Sobel calculation resulted in 4.103 with p 0.000. Thus, Work-life quality acted as a mediator of Culture influence on Staff performance. Thus, because the work-life quality affected and acted as a mediator, culture affected staff performance, the work-life quality in mediating the culture influence on staff performance is partial. Partial means in the Education and Culture Department of Aceh Selatan the Culture can contribute to changing Staff performance thru 2 paths, which are within or without Work-life quality mediation.

Table 3. Culture on Staff performance Through Work-life quality

Input:		Test statistic:	Std. Error:	p-value:
a	0.485	Sobel test: 4.10332527	0.06004398	0.00004073
b	0.508	Aroian test: 4.0787589	0.06040563	0.00004528
s _a	0.100	Goodman test: 4.12834095	0.05968015	0.00003654
s _b	0.066	Reset all	Calculate	

5. CONCLUSION

The result concludes that in the Education and Culture Department of Aceh Selatan, Transformational Leadership affected Work-life quality; Culture affected Work-life quality; Transformational Leadership did not affect Staff performance; Culture affected Staff performance; Work-life quality affected Staff performance; Work-life quality fully as a mediator in the Transformational Leadership affected Staff performance; and Work-life quality partially as

a mediator in the Culture affected Staff performance. These findings prove that the model for improving staff performance in the Education and Culture Department in Aceh Selatan is a function of strengthening transformational leadership, adjusting culture, and improving the work-life quality of their staff. This tested model can also be a basis for thinking about developing further research, by adding new variables and new subject. These findings also contribute as a basis for thinking for the managers of the Education and Culture Department in Aceh Selatan in developing their future management strategy. Several recommendations from the research findings were mapped out.

1. For the transformational leadership variable obtained the lowest average value on individual attention. This can be input to the Education and Culture Department of Aceh Selatan Regency to provide instructions to the leadership so that always care for employees, treat employees individually, train, and advise.
2. For the culture variable obtained the lowest average value on stability. This can be input to the Education and Culture Department of Aceh Selatan Regency to motivate employees to always want to contribute further to advance the organization.
3. For the variable work-life quality obtained the lowest average value on an innovative reward system. This can be input to the Education and Culture Department of Aceh Selatan Regency to provide more incentives to employees.
4. For staff performance variables obtained the lowest average value on cooperation. This can be input to the Education and Culture Department of Aceh Selatan Regency to further promote employee cooperation at work.

REFERENCES

- Admin_prokomsetda. (2019). Teori Kinerja Pegawai. Retrieved January 25, 2020, from bulelengkab.go.id website: <https://www.bulelengkab.go.id/detail/artikel/teori-kinerja-pegawai-15>
- Cascio, W. F. (2018). *Managing Human Resources: Productivity, Quality of Work Life, Profits* (11th ed.). New York: McGraw-Hill Education.
- Edison, E., Riyanti, A., & Yustiana, D. (2016). Budaya Organisasi Dalam Aspek Peningkatan Kinerja Karyawan (Studi Kasus Di Hotel Perdana Wisata, Bandung). *Tourism Scientific Journal*, 1(2), 134–151. <https://doi.org/http://dx.doi.org/10.32659/tsj.v1i2.8>
- Fachreza, Musnadi, S., & Shabri, M. (2018). Pengaruh motivasi kerja, lingkungan kerja, dan budaya organisasi terhadap kinerja karyawan dan dampaknya pada kinerja bank aceh syariah di kota banda aceh. *Jurnal Magister Manajemen*, 2(1), 115–122.
- Gibson, J., Ivancevic, J., & Konopaske, R. (2012). *Organizations: Behavior, Structure, Processes* (14th ed.). New York: Mc Graw Hill.
- Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2018). *Multivariate Data Analysis* (8th Ed.). London: Pearson.
- Hasibuan. (2014). *Manajemen Sumber Daya Manusia*. In *Manajemen Sumber Daya Manusia (Revisi)*. Jakarta: Bumi Aksara.
- Kartono, K. (2019). *Pemimpin dan Kepemimpinan*. Jakarta: Rajawali.
- Kharis, I. (2015). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Bank Jatim Cabang Malang). *Jurnal Administrasi Bisnis (JAB)*, 3(1), 1–9.

-
- Lestari, A. I., & Irfani, A. (2019). Pengaruh Kepuasan Kerja Dan Budaya Organisasi Terhadap Kualitas Kehidupan Kerja. *Prosiding Manajemen*, 5(1), 721–726. <https://doi.org/http://dx.doi.org/10.29313/v0i0.16138>
- Liliweri, A. (2014). *Sosiologi & komunikasi organisasi* (R. Damayanti, Ed.). Jakarta: Bumi Aksara.
- Lisabella, M., & Hasmawaty. (2021). Pengaruh Kepemimpinan Transformasional dan Kualitas Kehidupan Kerja (Quality of Work Life) terhadap Keterlibatan Pegawai (Employee Engagement) Serta Implikasinya pada Kepuasan Kerja Pegawai. *Jurnal Nasional Manajemen Pemasaran & SDM*, 2(4), 209–226. <https://doi.org/https://doi.org/10.47747/jnmpsdm.v2i4.380>
- Mangkuprawira, S. (2011). *Manajemen Sumber Daya Manusia Strategik* (Ed. 2). Jakarta: Ghalia Indonesia.
- Putra, K. M., & Adnyani, I. G. A. D. (2016). Pengaruh Kepemimpinan Transformasional dan Ocb terhadap Kinerja Karyawan dengan Mediasi Komitmen Organisasi pada PT. Bpr Jaya Kerti. *E-Jurnal Manajemen Universitas Udayana*, 5(5), 2885–2917.
- Robbins, S. P., & Judge, T. A. (2017). *Essential of Organisational Behaviour* (14th ed.). New Jersey: Pearson.
- Sudarmanto. (2014). *Kinerja dan pengembangan kompetensi SDM*. Yogyakarta: Pustaka Pelajar.
- Sya'baniah, S. I., Saryono, O., & Herlina, N. (2019). Pengaruh Sikap Dan Kepribadian Terhadap Kinerja Pegawai (Studi pada Dinas Sosial Kabupaten Ciamis). *Business Management and Entrepreneurship Journal*, 1(4), 162–177.
- Thamrin, H. M. (2012). The Influence of Transformational Leadership and Organizational Commitment on Job Satisfaction and Employee Performance. *International Journal of Innovation, Management and Technology*, 3(5), 566–572. <https://doi.org/10.7763/IJIMT.2012.V3.299>
- Wardani, R. K., Mukzam, M. D., & Mayowan, Y. (2016). Pengaruh Budaya Organisasi Terhadap Kinerja Karyawan (Studi Pada Karyawan PT Karya Indah Buana Surabaya). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, 31(1), 58–65.
- Wibowo. (2013). *Budaya Organisasi*. Jakarta: Rajawali Pers.
- Yukl, G. (2010). Leadership in Organizations. In *The British Journal of Psychiatry* (Seventh Ed, Vol. 112). <https://doi.org/10.1192/bjp.112.483.211-a>
- Zainal, V. R., Hadad, M. D., & Ramly, M. (2019). *Kepemimpinan dan Perilaku Organisasi* (4 Ed). Depok: Raja Grafindo Persada.
- Zin, R. M. (2004). Perception of Professional Engineers toward Quality of Worklife and Organizational Commitment: A Case Study. *Gajah Mada International Journal of Business*, 6(3), 323–334. <https://doi.org/10.22146/gamaijb.5553>
- Zubair, Yunus, M., & Chan, S. (2015). Pengaruh Budaya Organisasi, Kompensasi dan Komitmen Organisasi Terhadap Kepuasan Kerja Serta Dampaknya Terhadap Kinerja Operasional Kantor Pusat Pt. Bank Aceh. *Jurnal Manajemen Pascasarjana Universitas Syiah*, 3(4), 29–38.