

**THE ROLE OF ORGANIZATIONAL CULTURE IN MODERATING
TRANSFORMATIONAL LEADERSHIP AND WORK ENVIRONMENT ON THE
PERFORMANCE OF JABAL GHAFUR UNIVERSITY THROUGH EMPLOYEE
PERFORMANCE**

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ABSTRACT

This research aims to examine the role of organizational culture in moderating transformational leadership and the work environment on the performance of Jabal Ghafur University through employee performance. Maximum likelihood was used to determine the sample so that a sample of 210 people was obtained. The direct test results found that transformational leadership, work environment, and employee performance had a significant impact on organizational performance. Transformational leadership and the work environment are the main factors that can improve organizational performance through the mediating role of employee performance. Organizational culture does not moderate transformational leadership on organizational performance. However, on the other route, namely the work environment on organizational performance, organizational culture plays a significant role as a moderator. These results imply that to improve organizational performance, organizational culture must be adapted to the work environment. Because if the organizational culture is not in harmony with the work environment, it will reduce the positive value of the work environment on organizational performance.

Keywords: Organizational Culture, Transformational Leadership, Work Environment, Employee Performance, Organizational Performance.

1. INTRODUCTION

Jabal Ghafur University (UNIGHA) is a private university in Pidie Regency which was founded in 1982 under the auspices of the Jabal Ghafur Foundation (Unigha, 2019). Since its founding, Unigha has had 8 rectors who lead, of course, each level of leadership has its style in leading the organization. Currently, Unigha has 7 Faculties, 3 Diploma Study Programs, and 17 Literature Study Programs, all of which are accredited by Ban-PT. Nowadays the world of education is required to be more innovative in implementing the tridharma of higher education. The Indonesia Ministry of Education, to improve the performance of all higher education institutions, has set performance targets measured in IKU and IKT for each tertiary institution, both PTN and PTS. Every tertiary institution is required to implement the independent independent campus learning curriculum (MBKM). The aim of implementing MBKM is to encourage students to be able to master various sciences so that they are better prepared to face entering the world of work. Implementing MBKM, of course, requires a lot of preparation from universities, especially in the field of collaboration with the business world of industry and collaboration with various other educational institutions both from within the province of Aceh and at national and international levels.

To achieve performance, every university is required to be able to exceed SN DIKTI where all tridharma performance must be able to compete at the international level to obtain a superior title. To be able to achieve the predetermined performance targets, in this case, Unigha is required to be able to work intelligently, innovatively, and creatively so that the predetermined performance achievements can be fully achieved.

Unigha is one of the best private universities domiciled in Pidie Regency, however, overall Unigha's performance achievements have not met the predetermined targets. This of course has a big impact on Unigha, where one of the impacts is that the number of students at Unigha has decreased in the last three years. The impact of decrease in the number of students has an impact on the amount of budget revenue also decreasing, which of course will become an obstacle and obstacle for the Unigha leadership to carry out its tridharma activities within the Unigha tertiary environment. Various efforts have been made by Unigha's leadership to improve organizational performance, one of which recently occurred, where many position changes were re-analyzed by both staff and ordinary employees who no longer work in their respective fields as before and even The most shocking thing in various information media at the moment is the number of layoffs (PHK) of employees at the Rectorate Bureau since January 1 2019 (Nihayati & Yusmadi, 2019). This was done considering that Unigha's income continues to decline due to the number of students decreasing every year, which has an impact on the lack of budget so that it requires massive downsizing of staff because it is feared that they will not be able to pay the employees' honorarium.

Competition in the world of education is very fierce, therefore guaranteeing the quality depends on the performance of the employees of the educational organization itself. The same thing also applies in the Unigha environment where the performance of Unigha employees is the main milestone in achieving Unigha's vision and mission as well as performance achievements. The academic community within Unigha must work extra so that the quality of education at Unigha can improve for the better so that Unigha will be able to compete with other universities at regional, provincial, national, and even international levels.

One of the factors that greatly influences Unigha's performance and the performance of its employees is the work environment, transformational leadership, and organizational culture. Work environmental factors can include physical and non-physical environments. To be able to improve employee performance, Unigha's leadership must be able to create a conducive work environment for all employees this conducive environment will create a feeling of comfort and calm for employees at work due to both the physical and non-physical environment. A conducive environment will also be felt by students and other stakeholders. Based on the initial observations, it was identified that the work environment at Unigha was not fully conducive, which was reflected in the work facilities owned by Unigha, most of which were old equipment, such as many computers with low specifications, apart from that, other facilities and infrastructure owned by Unigha were also partly the size is no longer suitable for use. From the non-physical side, it also shows the same thing, where it is still found that employee relationships with superiors and others are still not well established, employees still feel that there is unfair treatment from the leadership, the work communication system is not running smoothly, and the work environment is not clean and neat and there is still frequent theft of items belonging to the university and employees.

The next factor that influences Unigha's performance and the performance of its employees is transformational leadership. Leadership is a figure that represents the organization to stakeholders at the central and regional levels to ensure that the credibility of the organization is

maintained so that the ideals of the organization being credible and trustworthy can be achieved. There are many leadership styles where the style chosen and applied to an organization is one of the key factors in the success of that organization. One leadership style is transformational leadership, where the style can motivate and increase the morality of its followers to work to achieve a goal, by mutually supporting each other (Gibson, Ivancevic, & Konopaske, 2012).

Another factor that influences Unigha's performance and the performance of its employees is organizational culture. Regarding employee performance, organizational culture has a direct role and will even be able to strengthen other factors in improving employee performance and organizational performance. Organizational culture can show the identity of the organization. Organizational culture guides the norms that exist within an organization to be understood, felt, and applied by all members of the organization.

2. LITERATURE

Organizational Performance

Organizational performance is the achievements achieved by the organization in a certain period which are assessed by comparing the targets set at the beginning of the period with the achievements achieved at the end of the specified period. (Shahzad, Xiu, & Shahbaz, 2017) have found successful organizations tend to increasingly recognize that there are a volume of factors that contribute to organizational performance but human resources are the most important. Organizational performance can be concluded as a reflection of the performance results of all resources operating within the organization to achieve organizational goals.

Employee Performance

According to Robbins & Judge, (2016), Employee performance is the result of work both in quality and quantity produced by employees in a certain period by the responsibilities given. Therefore, in organizations, every employee is required to always produce good performance so that the targets of an organization in achieving its vision and mission can be achieved. Performance can be concluded as the success of an employee in completing their responsibilities both in quality and quantity within a certain period.

Work environment

Nitisemito, (2013) The work environment is everything around workers that can influence them in carrying out their assigned tasks. Environment (Pitaloka & Sofia, 2015) are attribute in an organization that influences employees in completing their work. If the environment is pleasant, fatigue and work negligence will automatically be minimized and work performance can be maximized. The work environment can have a positive or negative effect on employee psychology and well-being. In organizations with high work demands and high pressure, it tends to make employees stressed. A difficult work environment will make employees unhappy and uncomfortable with the organization (Bakotic & Babic, 2013).

Transformational leadership

Robbins & Judge, (2016) Transformational leadership is a leader who provides consideration and intellectual stimulation that is individualized and has charisma. Wu, Tsui, and Kinicki, (2010) state that transformational leaders generate trust, look for and develop leadership

in others, are willing to make sacrifices and have the moral to serve, and focus themselves and their subordinates on goals that go beyond the pressing needs of the workgroup. Transformational leaders communicate and motivate followers by making them more aware of the importance of work results, encouraging them to prioritize the organization or team over self-interest, and activating their higher needs (Cristina, 2012).

Organizational culture

Organizational culture represents the pattern of shared beliefs and values that guide a company's behavior (Cadden et al, 2013). Culture also reflects the way of thinking of organizational members, openness, and transparency are very important in building supply chain relationships. The relational theory states that in exchange situations between supply chain partners, the type of organizational culture that supports knowledge sharing, flexibility, mutual collaboration, and the development of reciprocal relationships enhances a company's competitive advantage and success (Braunscheidel et al, 2010). Furthermore, organizational culture is the values or beliefs shared by all company members (Cao et al, 2015).

Model and Hypothesis

The author formulates the paradigm to be tested as follows.

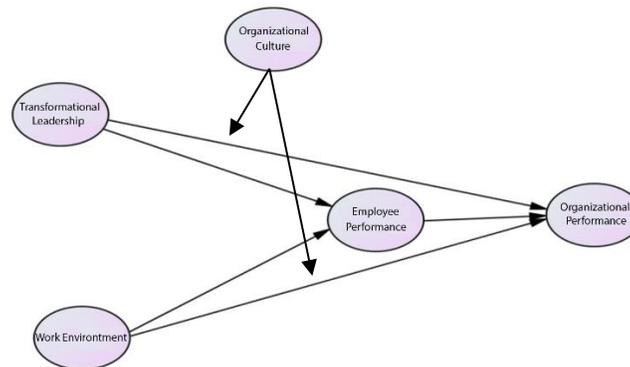


Figure 1. Research Framework

- H1 : Transformational Leadership, environment, culture, employee performance, and Jabal Ghafur University performance are not good.
- H2 : Transformational leadership influences organizational performance.
- H3 : The work environment influences organizational performance.
- H4 : Employee performance influences organizational performance.
- H5 : Transformational leadership influences employee performance.
- H6 : The work environment influences employee performance.
- H7 : Employee performance mediates the leadership on organizational performance.
- H8 : Employee performance mediates the work environment on organizational performance.
- H9 : culture moderates the work environment on organizational performance
- H10: culture moderates the transformational leadership on organizational performance.

Novelty

Previous research has examined the impact of leadership, work environment, and quality of work life on employee performance carried out by Kelidbari et al, (2016). The novelty of this research lies in the addition of the moderating variable, culture, in the equation model studied. Testing the moderation model shows that this research model is still minimally implemented. So this concept is interesting to research to obtain results that can help improve organizational performance, especially at Jabal Ghafur Sigli University through strengthening the role of better culture.

3. METHOD

This research aims to determine the role of organizational culture in moderating transformational leadership and the work environment on the performance of Jabal Ghafur University through employee performance. The population in the study was all employees of Jabal Ghafur University, totaling 228 people. This number consists of 114 foundation lecturers, 24 civil servant lecturers, and 90 bureaucratic employees. Determining the research sample used the maximum likelihood method where the indicators in this study, which numbered 30, were multiplied by 7 so that the total research sample was 210 people. The sampling technique in this research was carried out using a random sampling technique. The samples in this research are presented below.

Table 1. Number of Research Samples Based on Proportion of Lecturers and Employees at Jabal Gahfur Sigli University

Position	Population	Sample Proportions
Foundation Lecturer	114	$(114/228) \times 210 = 105$
Civil Servant Lecturer	24	$(24/228) \times 210 = 22$
Bureaucratic Employees	90	$(90/228) \times 210 = 83$
Amount	228	210

Source: Jabal University Personnel Department, 2023 (processed)

4. RESULT

Confirmatory Factor Analysis

The Confirmatory Factor Analysis test results are shown below.

Table 2. Confirmatory Factor Analysis Test

		Variabel	Estimate	Keterangan
KT1	<---	Transformational leadership	0.740	Valid
KT2	<---	Transformational leadership	0.659	Valid
KT3	<---	Transformational leadership	0.728	Valid
KT4	<---	Transformational leadership	0.596	Valid
LK1	<---	Work environment	0.736	Valid
LK2	<---	Work environment	0.781	Valid
LK3	<---	Work environment	0.818	Valid
LK4	<---	Work environment	0.757	Valid

		Variabel	Estimate	Keterangan
LK5	<---	Work environment	0.756	Valid
LK6	<---	Work environment	0.813	Valid
KP1	<---	Employee Performance	0.754	Valid
KP2	<---	Employee Performance	0.684	Valid
KP3	<---	Employee Performance	0.688	Valid
KP4	<---	Employee Performance	0.514	Valid
KO1	<---	Organizational Performance	0.729	Valid
KO2	<---	Organizational Performance	0.747	Valid
KO3	<---	Organizational Performance	0.732	Valid
KO4	<---	Organizational Performance	0.751	Valid
KO5	<---	Organizational Performance	0.586	Valid
KO6	<---	Organizational Performance	0.673	Valid
KO7	<---	Organizational Performance	0.782	Valid
KO8	<---	Organizational Performance	0.755	Valid
BO1	<---	Organizational Culture	0.646	Valid
BO2	<---	Organizational Culture	0.629	Valid
BO3	<---	Organizational Culture	0.662	Valid
BO4	<---	Organizational Culture	0.833	Valid
BO5	<---	Organizational Culture	0.770	Valid
BO6	<---	Organizational Culture	0.699	Valid

Source: AMOS, 2023 (processed)

From the table above, none of them has a coefficient value below 0.5, revealing that the indicators are valid so that all of them can be used for structural testing.

Reliability

If the alpha value of the respondent's perception results is greater than 0.60 as shown in Table 3 below, it means that the reliability assessment meets the credibility of Cornbach's alpha.

Table 3. Cronbach Alpha Reliability

No	Variable	Item Valid	Cut off Value	Cronbach Alpha Standard	Information
1	Transformational leadership	4	0.60	0.774	<i>Reliable</i>
2	Work environment	6	0.60	0.901	<i>Reliable</i>
3	Employee Performance	5	0.60	0.771	<i>Reliable</i>
4	Organizational Performance	8	0.60	0.895	<i>Reliable</i>
5	Organizational Culture	7	0.60	0.857	<i>Reliable</i>

Source: SPSS Output Results (2023)

Based on the reliability analysis, the alpha for each respondent's perception can be seen from research variables, namely the variables Organizational Performance, employee performance,

work environment, transformational leadership, and culture have an alpha > 0.60 so all variables used in the research can be declared reliable.

Goodness of Fit

Table 4. GoF Model Criteria

<i>Goodness of fit</i>	<i>Cut of Value</i>	<i>Acquisition value</i>	<i>Information</i>
X2-Chi-square	Tabel $X^2 (0.05;294) = 334.99$	333.01	<i>Fit</i>
Significance	≥ 0.05	0.058	<i>Fit</i>
CMIN/DF	≤ 2.0	1.133	<i>Fit</i>
RMSEA	≤ 0.08	0.025	<i>Fit</i>
GFI	≥ 0.90	0.901	<i>Fit</i>
AGFI	≥ 0.90	0.864	<i>Fit</i>
TLI	0.90-1.00	0.983	<i>Fit</i>

Source: AMOS Output Results, 2023 (processed)

Based on the Table above, generally, the significance value is 0.058 or > 0.05 through the Goodness of Fit (GoF) test, meaning the model is fully fit so that model improvements do not have to be carried out and have met the requirements to be carried out. proving hypotheses through structural models.

Descriptive Hypothesis

Table 5. One Sample Test

	Test Value = 3.41					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Transformational leadership	53.359	209	.000	9.90905	9.5430	10.2751
Work environment	50.922	209	.000	16.06143	15.4396	16.6832
Employee Performance	64.250	209	.000	13.59476	13.1776	14.0119
Organizational Performance	59.857	209	.000	23.22333	22.4585	23.9882
Organizational Culture	66.362	209	.000	20.40905	19.8028	21.0153

Source: SPSS, 2023 (processed)

From the table above you can see the Sig level. (2-tailed) with an alpha of 5% are all below 0.05 so it concludes transformational leadership, employee performance, work environment, organizational performance, and organizational culture at Jabal Gharuf Sigli University are not good. Thus accepting H_{a1} and rejecting H_1 .

Direct Hypothesis

The SEM processing results are as follows

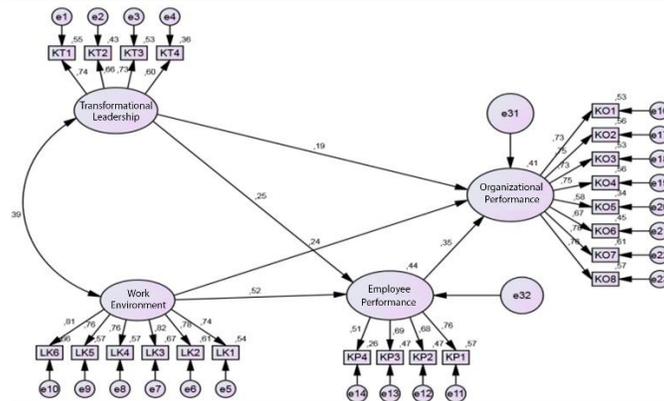


Figure 2. Structural Model Test Results

To see whether there is an influence on the results above, the results are more detailed below.

Table 6. Regression Results

Endogenous		Exogenous	Standard Estimate	Estimate	S.E	C.R.	P
Employee Performance	<---	Transformational leadership	0.250	0.241	0.083	2.922	0.003
Employee Performance	<---	Work environment	0.522	0.498	0.085	5.840	0.000
Organizational Performance	<---	Transformational leadership	0.186	0.204	0.091	2.250	0.024
Organizational Performance	<---	Work environment	0.238	0.259	0.100	2.588	0.010
Organizational Performance	<---	Employee Performance	0.353	0.402	0.122	3.308	0.000

Source: Amos, 2023 (processed)

H2 : Transformational Leadership Influences Organizational Performance

The transformational leadership influence test on organizational performance obtained a Critical Ration (C.R) value of 2.250 or more than 1.96 and was significant at 0.024 or less than 0.05, explaining transformational leadership significantly affecting organizational performance. The magnitude of the direct effect obtained from Standardized Regression is 0.19% (bulked from 0.186%). This supports the previous one by (Risambessy, Swasto, Thoyib, & Astuti, 2012) That good transformational leadership will produce good performance so that the vision and mission of the organization will be easily realized. In short, transformational leadership has an impact on organizational performance (Risambessy et al., 2012).

H3 : Work environment influences organizational performance

The work environment influence test on organizational performance obtained a Critical

Ration (C.R) value of 2.588 or more than 1.96 and significant at 0.010 or less than 0.05, explaining the work environment influences significantly organizational performance. The magnitude of the direct effect obtained from Standardized Regression is 0.24% (rounded from 0.238). This supports the previous one by Munandar et al., (2019) states that the work environment positively influences job satisfaction and institutional performance. This means that a good, comfortable, and safe work environment can make employees more enthusiastic about working so that they will always provide the best for the needs of the organization to advance the organization.

H4 : Employee performance influences organizational performance

The employee performance influence test on organizational performance obtained a Critical Ration (C.R) value of 3.308 or more than 1.96 and significant at 0.000 or less than 0.05, explaining employee performance significantly affects organizational performance. The magnitude of the direct effect obtained from Standardized Regression is 0.35% (rounded from 0.353). This supports the previous one by (Shahzad et al, 2017) which states that performance within the scope of an organization is the work results that have been achieved by an organization in carrying out work that can be evaluated for its level of performance. Good employee performance will have a positive impact on improving organizational performance and if employee performance is poor then this will have a negative impact on organizational performance (Munandar et al., 2019).

H5: Transformational leadership influences employee performance

The transformational leadership influence test on employee performance obtained a Critical Ration (C.R) 2.922 or more than 1.96 and was significant at 0.03 or less than 0.05, explaining transformational leadership significantly affects employee performance. The magnitude of the direct effect obtained from Standardized Regression is 0.25% (rounded from 0.250). This supports the previous one by (Pawirosumarto, Sarjana, & Gunawan, 2017), (Risambessy et al, 2012), (Ritonga, Ibrahim, & Bahri, 2019); (Ibrahim, Saputra, Adam, & Yunus, 2022) where transformational leadership has a positive and significant effect on employee performance.

H6 : Work environment influences employee performance

The work environment influence test on employee performance obtained a Critical Ration (C.R) value of 5.840 or more than 1.96 and significant at 0.000 or less than 0.05, explaining the work environment significantly affecting employee performance. The magnitude of the direct effect obtained from Standardized Regression is 0.52% (rounded from 0.522). This supports the previous one by Kaur & Jain, (2014) where they state that the work environment involves all aspects that act and react on an employee's body and mind. It has a positive or negative effect on employee psychology and well-being. In organizations with high work demands and high pressure, it tends to make employees stressed. A difficult work environment will make employees unhappy and uncomfortable with the organization (Bakotic & Babic, 2013).

Mediation Hypothesis Testing Results:

H7 : Employee performance mediates the influence of Transformational Leadership on organizational performance

To find out the mediation effect of employee performance on the relationship between

transformational leadership and organizational performance in this research using the Sobel test through its calculator.

Input:		Test statistic:	Std. Error:	p-value:
a	0.241	Sobel test:	2.1784895	0.02936961
b	0.402	Aroian test:	2.12412344	0.03365982
s _a	0.083	Goodman test:	2.23725573	0.02526963
s _b	0.122	Reset all	Calculate	

Figure 3. Mediation Effect Test of Hypothesis 7

Testing with the Sobel test shows that the indirect influence of transformational leadership on organizational performance through employee performance is significant with $0.029 < 0.05$. The total magnitude of the indirect effect for this hypothesis is 0.088. Based on the model, the significance for all routes (A, B, C and C'):

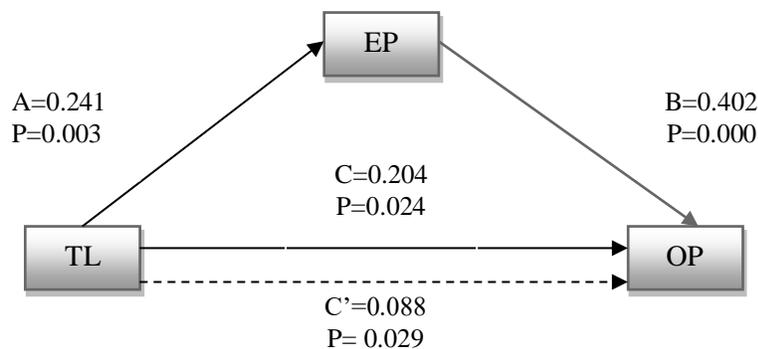


Figure 4. Hypothesis 7 Effect Path

The figure above explains paths A, path B, and C, and C' are significant, then it is a mediation called partial mediation. The results of this research show that Employee Performance partially and significantly mediates the Transformational Leadership on Organizational Performance by 0.09% (rounded from 0.088)

H8 : Employee performance mediates the influence of the work environment on organizational performance.

To find out the mediating effect of employee performance on the relationship between transformational leadership and organizational performance in this research the Sobel test through its calculator.

Input:	Test statistic:	Std. Error:	p-value:
a 0.498	Sobel test: 2.87201887	0.06970567	0.00407859
b 0.402	Aroian test: 2.84075507	0.07047281	0.00450069
s _a 0.085	Goodman test: 2.90433815	0.06892999	0.0036803
s _b 0.122	Reset all	Calculate	

Figure 5. Mediation Effect Test of Hypothesis 8

Testing with the Sobel test shows that the indirect influence of the work environment on organizational performance through employee performance is significant with $p\ 0.004 < 0.05$. The total magnitude of the indirect effect for this hypothesis is 0.184. Based on the route C' using the Sobel test, the significance for all routes (A, B, C and C') :

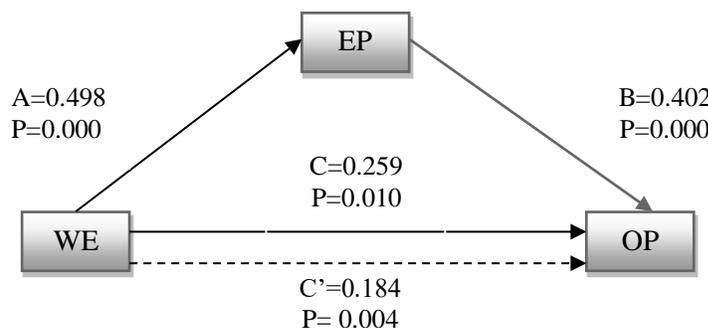


Figure 6. Hypothesis 8 Effect Path

The figure above shows that path A, path B, and C and C' are significant, then it is proven the mediation type is partial mediation. The results of this research show that employee performance partially and significantly mediates the work environment on organizational performance by 0.18% (rounded from 0.184).

Moderation Hypothesis Testing Results

H9 : Organizational culture moderates the work environment on organizational performance

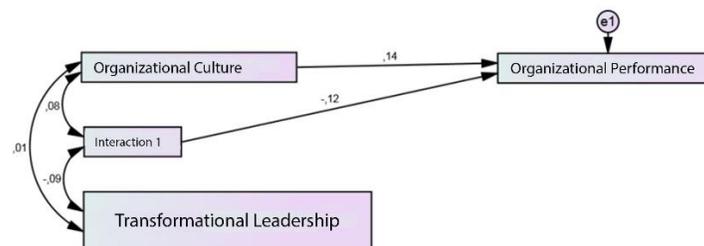


Figure 7. Regression Weight Structural Equation Moderation Model 1

Information:

Interaction 1: Result of multiplying the PT's Z Score value with Organizational Culture (BO)

To see whether there is a moderating effect can be seen below.

Table 7. Moderation Model

			Estimate	Estimate Std	S.E.	C.R.	P
Organizational Performance	<---	Organizational Culture	0.187	0.137	.094	1.999	.046
Organizational Performance	<---	Interaction _1	-0.078	-0.121	.044	-1.772	.076

Source: AMOS, 2023 (processed)

Based on the effect test above, the effect of moderation (M) on the exogenous variable (Y), namely organizational performance, is significant. This is shown by CR 1.99 > 1.96 and p 0.046 or < 0.05. Meanwhile, the moderation effect1, namely the result of multiplying the zscore of the exogenous variable and the moderator (X1*M), is known to be insignificant, this can be seen from the CR obtained at -1.772 < 1.96 and the probability value of 0.07 < 0.05. If the influence of the moderating variable (M) is significant on the Endogenous variable (Y) and the Interaction variable (X*M) does not significantly influence the Endogenous (Y) then it is considered a Moderation Predictor (Variable Moderation Predictor). This means the moderator only plays a role as a predictor (independent) variable in the existing model, explaining culture cannot moderate the work environment on organizational performance.

H10 : Organizational culture moderates transformational leadership on organizational performance.

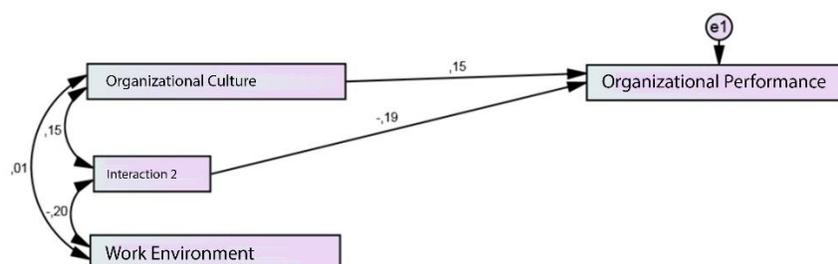


Figure 8. Regression Weight Structural Equation Moderation Model 2

Information:

Interaction 2: Result of multiplying the LK Z Score value with Organizational Culture (BO)

The moderating of culture composition on transformational leadership influence on organizational performance is shown in the following table.

Table 8. Moderation Model

			Estimate	Estimate Std	S.E.	C.R.	P
Organizational Performance	<---	Organizational Culture	0.212	0.155	.093	2.274	.023
Organizational Performance	<---	Interaction _2	-0.124	-0.191	.044	-2.809	.005

Source: AMOS, 2023 (processed)

Based on the effect test above, the work environment influences significantly organizational performance, proved through the CR 2.274 > 1.96 and p 0.000 or < 0.023. Meanwhile, the moderation effect1, namely the result of multiplying the zscore of the exogenous variable with the moderator (X1*M), is known to be significant, as seen from the CR value obtained -2.809 < 1.96 and p 0.00 < 0.05.

If the influence of the moderating variable (M) is significant on the Endogenous variable (Y) and the Interaction variable (X*M) significantly influences the Endogenous (Y) then it is considered quasi-moderation. Quasi-moderation is a variable that moderates the relationship between an independent variable and a dependent variable which is also an independent variable.

Thus, it can be stated that organizational culture can moderate the transformational leadership influence on organizational performance. If we look at the statistical results, the standard estimate value is -0.191, meaning that Organizational Culture negatively and significantly weakens transformational leadership on performance by 0.19%. This means that a bad organizational culture can weaken the relationship between transformational leadership and organizational performance.

5. CONCLUSION

The results of research at West Java Ghafur University prove that Transformational Leadership, work environment, organizational culture, employee performance and Jabal Ghafur University performance are not good, transformational leadership influences organizational performance, work environment influences organizational performance, employee performance influences organizational performance, transformational leadership influences employee performance, work environment influences employee performance, employee performance mediates partially the leadership on organizational performance, employee performance mediates partially the work environment on organizational performance, organizational culture does not significantly moderate the work environment influence on organizational performance, and organizational culture moderates as Quasi Moderation and weakens the transformational leadership influence organizational performance. These results prove that the West Java Ghafur University performance improvement model is a function of improving employee performance, strengthening transformational leadership, improving the work environment, and adjusting its culture. These findings strengthen previous theories and contribute to strengthening the research literacy base in the future. These findings can also be used by practitioners, especially in the subject of this research. Leaders at West Java Ghafur University can strengthen their understanding and review their performance improvement strategies regarding this verified model.

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