

**THE EFFECT OF ORGANIZATIONAL CHANGE AND TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE OF SYIAH KUALA UNIVERSITY WITH ORGANIZATIONAL CULTURE AND JOB SATISFACTION AS AN INTERVENING VARIABLE**

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**ABSTRACT**

This research aims to examine the influence of organizational change and transformational leadership on employee performance at Syiah Kuala University (USK), with organizational culture and job satisfaction serving as intervening variables. The study's population consisted of non-lecturer staff holding State Civil Apparatus (ASN) status at USK, totaling 578 individuals. A census technique was employed for sampling, utilizing the entire population as the sample. For data analysis, the Structural Equation Modeling (SEM) technique was applied to test direct effect hypotheses, while the Sobel calculator was used for testing indirect effect hypotheses. The results indicated that both organizational change and transformational leadership have a significant impact on organizational culture, job satisfaction, and employee performance. Additionally, organizational culture and job satisfaction significantly influence employee performance. Furthermore, organizational culture and job satisfaction serve as partial mediators between the effects of organizational change and transformational leadership on employee performance. These findings demonstrate that enhanced employee performance can arise from effective organizational changes and strong transformational leadership, combined with a supportive organizational culture and high levels of job satisfaction. Overall, this research deepens our understanding of the factors contributing to improved employee performance.

**Keywords:** Employee Performance, Job Satisfaction, Organizational Culture, Organizational Change, Transformational Leadership.

**1. INTRODUCTION**

Syiah Kuala University (USK) is a state university in Banda Aceh, Indonesia, playing a vital role in education, research, and community service in the region. USK aims to produce competent and globally competitive human resources while respecting local wisdom and Islamic values. The university is committed to improving educational quality, with several programs receiving accreditation "A" from the National Accreditation Board for Higher Education (BAN-PT). USK is also recognized as one of the Legal Entity Universities (PTN-BH), the highest status for universities in Indonesia. The transition of USK from a work unit (Satker) to a PTN-BH marks a significant advancement in Indonesia's higher education governance. This change was driven by Law Number 12 of 2012 and government policies promoting the transformation of state universities. Previously, USK operated under a budgetary structure reliant on central government funding, with financial and administrative management controlled by the Ministry of Education

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and Culture. Unlike the Satker status, PTN-BH is a state university that has obtained the legal status of a legal entity, which gives the university more autonomy in managing resources, finances, academic policies, and organizations. With PTN-BH status, the university has more freedom in making internal policies and is more flexible in managing finances and resources. One of the main impacts of the change in status to PTN-BH is the change in the organizational structure and management of USK. As a PTN-BH, Universitas Syiah Kuala has more autonomy in choosing its leaders and organizational structure. The rector and other officials have more authority in determining the academic, managerial, and budget policies of the university without having to rely on decisions from the central government. The next most significant change is budget management. As a PTN-BH, USK has the right to manage financial resources more independently, which allows the university to plan and allocate budgets according to internal priorities, not only based on allocations provided by the government. USK can seek additional funding sources through collaboration with the private sector, international institutions, or through research programs. With PTN-BH status, USK's organizational structure is more flexible in terms of human resource management, recruitment processes, and academic career development. Assignment, competency development, and incentives for lecturers and education staff can be arranged more independently. PTN-BH has the freedom to establish broader partnerships with the industrial world, local governments, and the private sector. This provides USK with the opportunity to be more innovative in developing research, training programs, and community service.

However, the organizational changes experienced by USK have several negative impacts. Before becoming a PTN-BH, USK was managed with a more centralized and procedural pattern in accordance with the provisions of the central government. After changing to a PTN-BH, there was a more decentralized change, where strategic decisions in terms of financial management, education, and human resources were taken more at the university level. This transition process can result in a shift in organizational culture, which may have previously been more formal and structured to become more flexible and performance-based. Employees who are accustomed to the old system may find it difficult to adjust to a more independent and performance-based way of working. Employees who are not used to performance-based management or who prefer clear and stable routines may feel stressed or confused, which can lead to decreased performance. Not a few employees may feel comfortable with the old system and are resistant to changes brought about by PTN-BH status. Resistance to change can arise from fear of the unknown, such as new task arrangements, changes in the way of working, and stricter evaluation systems. If this resistance is not managed well, it can cause tension in the relationship between management and employees, as well as a decline in overall organizational performance.

Performance refers to the extent to which an individual successfully carries out his/her duties and responsibilities in the workplace, as measured by targets or standards set by the organization. This performance describes the employee's ability to produce output that meets the quality and efficiency criteria in accordance with the organization's expectations, both in terms of quantity and quality. Several factors that influence employee performance include competence, motivation, job satisfaction, leadership style, and work environment. Optimal performance not only helps the organization achieve its goals, but also reflects the employee's dedication and professionalism to the tasks they carry out. (Rivai & Sagala, 2014). Employee performance at a university is not only measured by productivity, but also by the quality of services provided to students and the community, as well as their contribution in supporting the development of the institution. Good

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employee performance will lead to the achievement of organizational goals, which in this case are improving the quality of education, research, and community service. Thus, it is important to identify factors that can influence employee performance, one of which is organizational change and leadership style. This study examines how these two factors, through the mechanisms of organizational culture and job satisfaction, can improve employee performance at USK. The pre-survey has an average value of > 3.41 which indicates that the performance is good. However, there are still indicators that have a low average value where respondents feel they are not yet able to do more than one job with 17 respondents who answered disagree. Furthermore, 13 respondents also stated that they disagreed with the work meeting the standards set by the organization.

The important role of organizational culture in relation to employee performance is emphasized by (Robbins & Judge, 2017), who state that in practice, studies of organizational culture show that employees in organizations with a strong culture have a higher level of commitment to their organization compared to employees in organizations with a weak culture. Organizational culture is a collection of values, norms, beliefs, customs, and practices held and carried out by members of an organization in their daily activities. This culture reflects the identity and character of the organization, which influences how members interact with each other and complete tasks to achieve common goals. Experts explain that organizational culture acts as an unwritten guide that shapes individual behavior, communication patterns, and decision-making processes within an organization. A strong organizational culture can create a positive work atmosphere, encourage innovation, increase employee participation, and strengthen the overall competitiveness of the organization.

A strong organizational culture can be the foundation for success in dealing with change. A culture that supports collaboration, open communication, and innovation, for example, will make it easier for employees to adapt to changes that occur. Conversely, a culture that is rigid and not open to change can be a barrier to the process of organizational transformation. Therefore, one of the objectives of this study is to identify how organizational culture can be an intervening variable in the relationship between organizational change, transformational leadership, and employee performance. Thus, understanding the organizational culture at USK is very important in designing an effective change strategy. Organizational culture has a significant influence on employee performance at USK because it forms the values, norms, and behaviors that serve as guidelines for all members of the organization. When a positive organizational culture is implemented, such as valuing collaboration, innovation, and commitment to quality, employees will feel motivated and have a sense of ownership of the institution's goals. At USK, an organizational culture that supports academic development, rewards for achievement, and an inclusive work environment can increase employee morale, so that they are able to work more productively and efficiently. In addition, a good organizational culture creates harmonious working relationships and supports effective communication between superiors and subordinates. This is important to ensure that employees understand the institution's vision, mission, and targets, as well as their role in achieving them. When employees feel that the organization's values are aligned with their personal aspirations, they tend to perform better. Therefore, USK needs to continue to strengthen a positive organizational culture as a basis for encouraging superior and sustainable employee performance. The pre-survey has an average value of > 3.41 which shows that the organizational culture is good. However, there are still indicators that have a low average value where respondents feel less innovative and dare to take risks with 11 respondents answering less agree. Furthermore, there are

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13 respondents who answered less agreed on always being innovative, aggressive, and competitive at work.

Job satisfaction has a close relationship with employee performance at USK because a high level of job satisfaction can increase employee motivation, commitment, and productivity. When employees are satisfied with the work environment, fair salary, relationships with coworkers, and support from leaders, they tend to be more enthusiastic in carrying out their duties and responsibilities. In addition, job satisfaction also helps create a conducive work atmosphere, where employees feel valued and respected as an important part of the organization. This encourages harmonious relationships among employees, strengthens teamwork, and increases efficiency in completing tasks. Satisfied employees are also less likely to leave their jobs, so that employee retention rates at USK can increase. Therefore, maintaining and improving job satisfaction is an important strategy to ensure that employee performance remains optimal and contributes to the achievement of the university's vision and mission. The pre-survey has an average value of > 3.41 which indicates that job satisfaction is good. However, there are still indicators that have a low average value where respondents feel less with the current organizational policy with as many as 13 respondents answering less agree.

Organizational change is closely related to employee performance, because these changes often affect the way of working, structure, and culture within an organization. When an organization experiences changes, whether in structure, system, or work process, employees must adapt to the new conditions. A good and well-managed change process can increase efficiency, introduce innovation, and open up new opportunities for employees to develop, which ultimately has a positive impact on their performance. However, if the change is not managed well or is not accepted by employees, it can cause confusion, uncertainty, and decreased motivation, which has the potential to reduce their performance. In contrast, organizational change driven by effective leadership and clear communication can improve employee performance. Leaders who support employees through change and provide them with a clear understanding of the goals and benefits of the change can help employees feel more engaged and motivated. When employees feel that the change provides them with opportunities to grow and make greater contributions, they tend to perform better. Therefore, the relationship between organizational change and employee performance depends largely on how the change is managed and the extent to which employees feel valued and supported during the change process. The organizational change to a PTN-BH at USK has a significant impact on employee performance. As a PTN-BH, the university has greater flexibility in resource management, including personnel policies and budget management. This opens up opportunities for employees to work in a more dynamic and performance-based system. Employees are required to be more adaptive to change, both in terms of responsibilities, targets, and work methods, so that increased performance becomes one indicator of the success of this transformation. When this organizational change is supported by adequate training, incentives, and managerial support, employees will be more motivated to make maximum contributions. However, the change to PTN-BH also poses challenges that can affect employee performance if not managed properly. Adjustment to new structures and procedures, as well as demands to achieve higher standards, can cause resistance or stress for some employees. Therefore, USK needs to ensure that this change process is accompanied by transparent communication, employee competency development programs, and an organizational culture that supports collaboration. With the right approach, the change in status to PTN-BH can be a momentum for the university to

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improve employee performance and achieve better higher education standards at the national and international levels. The pre-survey had an average value of 3.78 ( $3.78 > 3.41$ ). However, there were still indicators that were lacking where the organization carried out would not have an impact on the technology used with 16 people answering that they did not agree.

The next factor that influences performance is transformational leadership. Transformational leadership is the process of using non-coercive influence to set group or organizational goals. This leadership forms a dynamic relationship based on reciprocal influence between leaders and followers, resulting in increased motivation. Highly motivated employees will demonstrate maximum performance, which in turn will improve organizational performance. Organizational change often poses significant challenges, both for employees and management. Employees often feel anxious or uncomfortable with the changes that occur, especially if they do not feel ready or do not understand the reasons for the change. Therefore, the role of leaders in facilitating change becomes very important. Transformational leadership, with an approach that supports motivation, provides a clear vision, and cares about employee welfare, can help relieve tension and motivate employees to be actively involved in the change process. This study aims to see the extent to which organizational change and transformational leadership affect the performance of USK employees. Transformational leadership has a significant influence on employee performance at USK because this approach focuses on individual development and achieving the organization's vision. Transformational leaders inspire employees through clear communication of the vision, provide motivation, and encourage employees to exceed expectations in their work. In the USK transition process, leaders with a transformational style can help employees feel more engaged and responsible for achieving the institution's goals in both academic and administrative activities. This creates a work environment that supports innovation, collaboration, and commitment to better results. In addition, transformational leadership plays an important role in building trust and positive relationships between leaders and employees. Leaders who give individual attention to each employee, provide emotional support, and recognize their contributions can increase employee job satisfaction and morale. With a sense of appreciation and motivation from leaders, employees at USK tend to be more productive and committed to improving the quality of education, research, and community service services. Thus, transformational leadership is key to creating superior employee performance at the university. The pre-survey has an average value of  $>3.41$  which shows that transformational leadership is good. However, there are still indicators that have a low average value where the leader lacks appeal.

Organizational changes implemented at USK also affect the relationship between employees and leaders. Leaders who apply a transformational leadership style can create a more positive and supportive work atmosphere. With an approach that encourages participation, values new ideas, and recognizes employee achievements, leaders can increase employee motivation and job satisfaction. This will certainly have a direct impact on employee performance, because they feel appreciated and encouraged to give their best to the organization. Organizational change at USK is often needed to face new challenges in higher education, such as technological developments and changing societal demands. This change process can create uncertainty among employees, making it important for leaders to implement transformational leadership. Transformational leadership focuses on inspiring and motivating employees to adapt to change, as well as creating a clear vision for the future. With this approach, leaders can help employees feel more involved and committed to the organization's goals, which in turn can facilitate a smoother change process.

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Transformational leadership plays an important role in increasing employee job satisfaction at USK. Leaders who are able to provide support, recognition, and opportunities for self-development will create a positive work environment. When employees feel appreciated and supported, they tend to have higher levels of job satisfaction. Research shows that high job satisfaction is closely related to employee motivation and commitment, which are very important in the context of organizational change. Thus, transformational leadership not only helps employees adapt to change but also increases their job satisfaction. High employee performance not only has a positive impact on the reputation of the university, but also on the quality of education provided to students. Therefore, by implementing effective transformational leadership and creating a supportive work environment, USK can improve employee job satisfaction and, in turn, their performance in facing the necessary organizational changes. In addition, this study is also important in contributing to the development of management and leadership theory, especially in the context of higher education. This study will provide clearer insights into how organizational change combined with transformational leadership can improve employee performance through intervening variables of organizational culture and job satisfaction. The results of this study are expected to provide useful recommendations for managers of USK and other universities in designing effective change strategies to improve employee performance and the quality of educational services.

## **2. LITERATURE**

### **2.1. Employee Performance**

(Bintoro & Daryanto, 2017) stated that performance refers to the readiness of individuals or groups to carry out tasks or improve them according to their responsibilities, with results that are in accordance with expectations. Employee performance refers to the extent to which an individual succeeds in carrying out their duties and responsibilities in the workplace, which is measured based on targets or standards that have been determined by the organization. This performance describes the employee's ability to produce output that meets quality and efficiency criteria according to organizational expectations, both in terms of quantity and quality. Several factors that influence employee performance include competence, motivation, job satisfaction, leadership style, and work environment. Optimal performance not only helps the organization achieve its goals, but also reflects the dedication and professionalism of employees to the tasks they carry out. Factors that influence employee performance include skills, knowledge, experience, and interpersonal skills. In addition, the work environment, motivation, and support from superiors also play an important role in determining the quality of performance produced. Good performance does not only depend on individual competence, but is also influenced by work environment factors, managerial support, organizational culture, and motivation and job satisfaction. Employees who have high performance contribute to organizational productivity, while organizations that support employee needs tend to create sustainable and optimal performance. Employee performance is not only measured based on the output produced, but also includes aspects such as quality of work, efficiency, and contribution to the organization's long-term goals. Employees who have good performance usually show a high commitment to work, strong discipline, and the ability to work together in a team. Therefore, improving employee performance requires good support from management, such as providing training, recognition of achievements, and creating a work culture that supports individual development. Employee performance measurement refers to Indonesian Government Regulation Number 46 of 2011 concerning State Civil Apparatus (ASN) Work Performance

Assessment which is divided into 2 (two) elements, namely: 1) work targets: quantity, quality, time, and cost, and; 2) work behavior: service orientation, integrity, work behavior, discipline, cooperation, and leadership.

## **2.2. Organizational Culture**

According to (Torang, 2013), organizational culture refers to values, norms, beliefs, and habits that develop in an organization and are accepted and practiced by all members of the organization. This culture functions as a guideline that directs individual behavior in the organization, both in terms of communication, decision-making, and how to interact between members. Organizational culture is formed over time, influenced by history, experience, and leadership in the organization, and can create an identity that distinguishes one organization from another. A strong culture can increase a sense of togetherness and cohesion among members, and help the organization face external challenges. Organizational culture is a set of values, norms, customs, and beliefs that develop within an organization, which influences how members of the organization interact, work, and communicate. This culture creates an identity for the organization and guides employee behavior in carrying out their duties. A positive organizational culture, such as a culture of mutual respect, collaboration, innovation, and openness to change, can increase employee motivation and performance. Conversely, an unhealthy or rigid culture can lead to job dissatisfaction and low productivity. The implementation of a positive organizational culture can have a direct impact on organizational performance. A culture that supports innovation, openness, and collaboration tends to produce a productive and creative work environment. Conversely, a rigid and inflexible culture can hinder organizational development. In addition, organizational culture also plays an important role in shaping employee attitudes and motivation. A culture that values performance and rewards individual contributions can motivate employees to give their best. Therefore, it is important for organizations to build and maintain a healthy culture, in order to achieve long-term goals more effectively. According to (Sudarmanto, 2014), indicators of organizational culture are : Innovation and Courage to Take Risks, Results Orientation, Team Orientation, Aggressiveness, and Stability.

## **2.3 Job Satisfaction**

(Handoko, 2020) defines job satisfaction as a pleasant or unpleasant feeling related to the work done by employees, which is reflected in their positive behavior towards work and the experiences they feel in the work environment. Job satisfaction is a positive or negative feeling experienced by an individual towards his/her job, which arises from the evaluation of various aspects of the job such as the working environment, interactions with coworkers, compensation, development opportunities, and organizational policies. This satisfaction reflects the extent to which an employee feels comfortable, happy, and fulfilled in his/her job. When the job meets the employee's personal expectations, needs, and values, the level of job satisfaction tends to increase. Conversely, if there is a mismatch between expectations and the reality of the job, job satisfaction can decrease. Job satisfaction also has a major impact on employee productivity, loyalty, and performance in an organization. Satisfied employees tend to be more committed, have harmonious working relationships, and actively contribute to achieving organizational goals. Conversely, job dissatisfaction can lead to conflict, stress, decreased motivation, and employee turnover. Therefore, it is important for organizations to create a conducive work environment and ensure

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that employee needs are met in order to increase their level of job satisfaction. In the research of (Fitri et al., 2018), the indicators used in measuring satisfaction include: The job itself, Responsibility, Supervision, and Organizational policies.

#### **2.4. Organizational Change**

Changes in organizations can occur due to both internal and external factors, because organizations must be able to adjust their business strategies to environmental conditions, both internal and external (Smither et al., 2016). (Mills et al., 2008) defines organizational change as changes in fundamental aspects that affect the way an organization operates, including structure, technology, culture, leadership, goals, and the individuals involved in the organization. Organizational change refers to the process of transformation that occurs within an organization, whether in structure, policies, procedures, technology, or organizational culture to adapt to the demands and dynamics of the external and internal environment. This change is important to ensure that the organization remains relevant and competitive in facing ever-evolving market challenges, such as increasingly fierce competition, technological advances, or changing customer needs. Organizational change can involve various aspects, such as organizational restructuring, implementing new systems, developing products or services, and adjusting strategies to achieve better goals. Although organizational change has positive impacts in many ways, this process often poses challenges for the organization and employees. Employees may feel anxious or stressed by the changes that occur, especially if they are not prepared or not given a clear understanding of the changes. Therefore, management needs to ensure effective communication, involve employees in the change process, and provide the necessary support so that the changes can be accepted and implemented well. Successful change will create an organization that is more flexible, innovative, and adaptive to rapid environmental changes.

The change in status of a university to a PTN-BH is an important step that provides greater autonomy in managing resources and organizing education. As a PTN-BH, the university has the flexibility to manage finances, manage employees, and determine academic and non-academic policies without relying entirely on the government. This aims to improve the efficiency, effectiveness, and quality of higher education services. With this status, the university can be more flexible in developing academic programs that are relevant to the needs of the community and strengthen a more transparent and accountable governance system. However, the change in status to PTN-BH also brings its own challenges, both for university management and employees. The transition process requires good adaptation from all parties, including changes in organizational structure, work culture, and employee evaluation and reward systems. These changes can require increased employee competence and professionalism, as well as adjustments to higher performance standards. However, if these changes are managed well, PTN-BH can accelerate the achievement of the university's vision of improving the quality of education, research, and community service, as well as providing a positive impact on employee performance and overall institutional development. According to (Robbins & Judge, 2017) changes can be grouped into four categories: Structure, Technology, Physical arrangement, and Employee.

#### **2.5. Transformational Leadership**

(Kharis, 2015). leaders with this style motivate their members to go beyond personal interests and work for a greater purpose, and often take a more personal approach to understand



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the needs and aspirations of each individual in the organization. They inspire change through a strong vision, clear communication, and providing challenges that bring out the best in each team member. Transformational leadership is an approach in which a leader focuses on driving positive change in followers by inspiring and motivating them to achieve a higher shared purpose. Leaders with this style not only manage day-to-day tasks, but also strive to foster enthusiasm, set a clear vision, and encourage followers to continue to innovate and grow. They act as a source of motivation and are able to bring about significant change, both in individuals and in the organizational context. This leadership emphasizes the achievement of collective goals by empowering and developing the potential of their followers. A transformational leader has traits such as the ability to provide clear direction, inspire and motivate the team, and pay special attention to the needs and aspirations of their followers. In addition, they also encourage the creation of creative and innovative ideas and focus on continuous change for improvement. There are several indicators of transformational leadership style according to (Robbins & Judge, 2017) : Charisma, Inspirational Motivation, Intellectual Stimulation, and Individual Attention.

### **3. METHOD**

The population in this study was all education personnel with ASN status at USK, totaling 578 people. Determining the number of samples is done using a census technique where the entire population will be used as a sample. Data analysis in this study used the Structural Equation Modeling (SEM) technique using the AMOS software to test the direct effects, and the Sobel calculator to test the indirect effects. The hypotheses tested are :

H1 : significantly organizational change affects organizational culture

H2 : significantly transformational leadership affects organizational culture

H3 : significantly organizational change affects job satisfaction

H4 : significantly transformational leadership affects job satisfaction

H5 : significantly organizational change affects employee performance

H6 : significantly transformational leadership affects employee performance

H7 : significantly organizational culture affects employee performance

H8 : significantly job satisfaction affects employee performance

H9 : significantly organizational change affects employee performance through organizational culture

H10 : significantly transformational leadership affects employee performance through organizational culture

H11 : significantly organizational change affects employee performance through job satisfaction

H12 : significantly transformational leadership affects employee performance through job satisfaction

### **4. RESULT**

After testing the measurement model as the first step of SEM, we conducted a structural model test is shown in Figure 1 below.

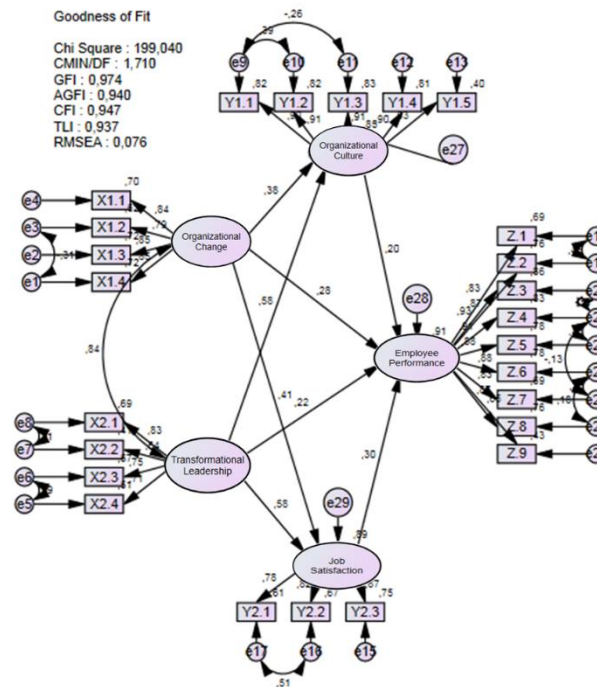


Figure 1. Structural Model

The direct effect hypothesis tests (H1 to H8) were conducted to evaluate both the magnitude (estimated value) and significance (p-value, which should be below 0.05), as presented in Table 1 below, accompanied by explanations and discussions. Additionally, the results for the indirect hypotheses (H9 to H12) are illustrated in Tables 2 to 5, each with corresponding explanations using the Sobel calculator.

Table 1. Standardized Regression Weight

		Estimate	SE	CR	P
Culture	<--- Change	0.382	0.071	6,131	***
Culture	<--- Leadership	0.576	0.081	8,459	***
Satisfaction	<--- Change	0.407	0.067	5,860	***
Satisfaction	<--- Leadership	0.578	0.076	7,697	***
Performance	<--- Change	0.279	0.058	4,359	***
Performance	<--- Leadership	0.221	0.101	2,054	,040
Performance	<--- Satisfaction	0.298	0.102	2,733	,006
Performance	<--- Culture	0.200	0.052	3,048	,002

Source: Primary Data Processed, (2024)

H1 test : Organizational Change on Organizational Culture

Organizational change is proven to influence significantly the organizational culture. This change is often closely related to organizational culture, as culture is a key part of how an organization operates. When there is a change in the structure or strategy of an organization, the

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culture of the organization can also be affected. For example, if an organization adopts new technology or a more innovative business strategy, the values and norms in the organizational culture must be adjusted to create alignment. This change process may require adjustments in the way members of the organization think, behave, and interact to support the new direction the organization wants to take. Structured organizational change can lead to the formation of a culture that is more adaptive and responsive to environmental changes. For example, in organizations facing market pressures or competition, a culture that encourages innovation, flexibility, and collaboration becomes critical to long-term survival and success. If organizational change leads to improvements in aspects such as open communication, employee empowerment, and recognition of creativity, then the organizational culture will develop to be more progressive and supportive of achieving organizational goals. However, changes in an organization can also challenge the existing culture, especially if the changes are contrary to long-held internalized values and norms. Changes that are forced without considering cultural aspects can cause resistance from employees and disrupt the stability of the organization. Therefore, it is important to make changes wisely and involve all members of the organization in the cultural adaptation process, to ensure that the changes run smoothly and can be accepted by all parties. Thus, effective organizational change requires deep cultural adjustment and open communication to maintain alignment between strategic goals and values within the organization.

#### *H2 test : Transformational Leadership on Organizational Culture*

Transformational leadership is proven to influence significantly the organizational culture. Organizational culture will be more focused on achieving common goals. Employees feel more involved and have more concern for the development of the company. This forms an organizational culture that is more loyal, achievement-oriented, and has a high spirit to develop. The results of (Siswatiningsih et al., 2018) research found that transformational leadership has an effect on organizational culture. Leaders with a transformational leadership style can stimulate change in organizational culture by encouraging values such as innovation, collaboration, and a long-term vision orientation. They strive to create an environment that supports learning, self-development, and the achievement of shared goals, which in turn influences how organizational culture is formed and developed. Transformational leaders often emphasize the importance of values such as trust, openness, and effective communication, which can change the way members of an organization interact and work together.

Transformational leaders also use effective communication to convey their vision to all members of the organization, which then influences the culture of the organization itself. These leaders build strong relationships with their followers, increase their self-confidence and appreciation for their work, and strengthen interpersonal relationships within the organization. In the long run, this can lead to the formation of a more open, adaptive, and innovative culture. In this way, an organizational culture that may have initially been rigid and inflexible can transform into a more progressive culture, based on values that are more oriented towards growth and shared achievement. In addition, transformational leaders act as role models who demonstrate the attitudes and behaviors expected in the organization. By demonstrating commitment to the organization's vision and values, they are able to shape an organizational culture that is more progressive and responsive to change. These leaders can influence organizational culture by creating an atmosphere that supports creativity and collaborative problem-solving. As a result, the

organizational culture that is created will be more adaptive, dynamic, and oriented towards achieving long-term goals, thereby improving overall organizational performance. When transformational leaders are able to communicate a clear and profound vision, and provide support for employees to grow, the organizational culture will develop to be stronger and focused on innovation and achieving better results.

*H3 test : Organizational Change on Job Satisfaction*

Organizational change is proven to influence significantly the job satisfaction. This change can significantly affect job satisfaction, either positively or negatively, depending on how the change is managed and received by employees. When an organization makes changes, such as structural, technological, or policy changes, it can affect the way employees work, their roles, and their interactions with coworkers. If the change is well-implemented, provides new opportunities for employees, or improves work efficiency, job satisfaction can increase. For example, the adoption of new technology that makes work easier or changes in the organizational structure that provide better career opportunities can increase employees' positive feelings about their jobs. However, organizational change can also create uncertainty, anxiety, or resistance among employees, especially if the change is not managed well. When employees feel uninvolved or unprepared for change, they can feel stressed, dissatisfied, or even isolated. This can happen if there is poor communication about the reasons and goals of the change, or if the change reduces employees' autonomy or job security. Therefore, it is important for management to support employees through the change process by providing training, clear communication, and giving employees space to provide input. With the right approach, organizational change can create a more positive environment, increase job satisfaction, and help employees feel more valued and involved in the decision-making process.

Successful and well-managed change processes can also improve employee job satisfaction in the long term. For example, changes aimed at increasing efficiency or improving employee well-being through new policies or better facilities can increase their motivation and job satisfaction. Employees who experience direct benefits from the change, such as improvements in the quality of work or improved work-life balance, are more likely to be satisfied with their work environment. Therefore, appropriate change management that is sensitive to employee needs can result in increased job satisfaction within the organization. Organizational change at USK can have a significant impact on employee job satisfaction. When institutions make changes, such as restructuring, introducing new technologies, or changing policies, employees often feel uncertain and anxious about their roles and responsibilities. If these changes are not managed well, they can lead to decreased job satisfaction, as employees feel they are not involved in the decision-making process or do not receive enough support to adapt to the changes. Therefore, effective and transparent communication during the change process is essential to maintaining employee job satisfaction. On the other hand, if organizational change is carried out with an inclusive approach and involves employees in the process, it can increase job satisfaction. When employees feel that they have a say in the changes that occur and that the changes are aimed at improving the work environment or efficiency, they are more likely to accept and adapt to the changes. Thus, well-managed change can create a sense of ownership and increase employee motivation, which ultimately contributes to increased job satisfaction at USK.

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*H4 test : Transformational Leadership on Job Satisfaction*

Transformational leadership is proven to influence significantly the job satisfaction. Transformational leaders also focus on empowering employees and providing them with a clear vision of the organization's future direction. By giving employees a better understanding of the organization's goals and how their work contributes to achieving those goals, these leaders can increase their sense of accomplishment and job satisfaction. Transformational leaders encourage employees to think creatively and innovate, which can increase their sense of ownership and motivation in their work. When employees feel they have control and influence over their work and see the results of their efforts, job satisfaction increases. The influence of transformational leadership on job satisfaction can also be seen in the leader's efforts to create a shared vision that directs employees to work with more meaningful goals. Transformational leaders not only focus on achieving organizational goals but also ensure that these goals are in line with employees' personal aspirations. When employees feel that their work has greater meaning and that they are contributing to something more than just their daily tasks, their job satisfaction will increase. Leaders who are able to connect organizational goals with individual employee goals will create a sense of satisfaction and worth in the workplace.

*H5 test : Organizational Change on Employee Performance*

Organizational change is proven to influence significantly the employee performance. This change can have an impact on employee performance, both positive and negative, depending on the type of change that occurs and how it is managed. When an organization undergoes change, such as restructuring, adopting new technology, or changing goals and policies, it can change the way employees work, alter their roles, and affect the way they interact with their colleagues. When these changes are implemented effectively, with the right support, training, and clear communication, employee performance tends to improve. For example, changes that result in increased operational efficiency or the introduction of better work tools can speed up work processes and increase productivity. However, if organizational change is done suddenly or without adequate preparation, it can cause confusion, uncertainty, or resistance from employees. Poorly managed change can disrupt work routines and damage employee motivation, which in turn can reduce their performance. Employees may feel pressured, stressed, or unprepared for the changes that are taking place, which can affect the quality of their work. Therefore, it is important for organizations to manage change carefully, provide necessary training, and involve employees in the change process to ensure that they feel supported and empowered. With proper change management, organizations can improve employee performance and create a more adaptive and productive environment. In addition, organizational change driven by innovation or business process improvement can provide new opportunities for employees to grow and contribute optimally. When employees see changes that have a positive impact on them, such as increased resources or improved work processes, they tend to feel more engaged and motivated to improve their performance. Therefore, effective change management, with a focus on improving employee capacity and capabilities.

The organizational change to a PTN-BH at USK has a significant impact on employee performance. As a PTN-BH, the university has greater flexibility in resource management, including personnel policies and budget management. This opens up opportunities for employees to work in a more dynamic and performance-based system. Employees are required to be more

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adaptive to change, both in terms of responsibilities, targets, and work methods, so that increased performance becomes one indicator of the success of this transformation. When this organizational change is supported by adequate training, incentives, and managerial support, employees will be more motivated to make maximum contributions. However, the change to PTN-BH also poses challenges that can affect employee performance if not managed properly. Adjustment to new structures and procedures, as well as demands to achieve higher standards, can cause resistance or stress for some employees. Therefore, USK needs to ensure that this change process is accompanied by transparent communication, employee competency development programs, and an organizational culture that supports collaboration. With the right approach, the change in status to PTN-BH can be a momentum for the university to improve employee performance and achieve better higher education standards at the national and international levels.

*H6 test : Transformational Leadership on Employee Performance*

Transformational leadership is proven to influence significantly the employee performance. Leaders who adopt a transformational leadership style can increase employee motivation, commitment, and performance by providing clear inspiration and direction, and motivating them to achieve larger organizational goals. Transformational leaders not only focus on the tasks to be completed, but also pay attention to the personal and professional development of employees. They inspire employees with an attractive vision and invite them to actively participate in achieving organizational goals. In this way, employees feel more appreciated, empowered, and motivated to work better, so that their performance can improve significantly. In addition, transformational leaders also have the ability to create a positive work environment that supports creativity, collaboration, and innovation. When leaders pay attention to the needs and aspirations of employees, and create an atmosphere that encourages engagement and empowerment, employees tend to feel more engaged in their work. These leaders also provide constructive feedback, help employees to continue to develop, and encourage them to reach their full potential. All of these things contribute to increased employee performance, because they feel more motivated and able to achieve their goals with the support provided by transformational leaders. Thus, transformational leadership plays a major role in creating a work culture that supports high performance and organizational success. Transformational leaders are often the primary drivers of change in an organization and can lead employees to embrace the change positively. With leaders who have a clear vision and the ability to motivate employees, changes made in the organization are well received and lead to improved overall performance. As a result, employees become more flexible, responsive to new challenges, and focused on achieving organizational goals, leading to improved individual and team performance.

*H7 test : Organizational culture on Employee Performance*

Organizational culture is proven to influence significantly the employee performance. It shapes the work environment and determines how employees interact, collaborate, and achieve organizational goals. A strong and positive culture can improve employee performance by creating a supportive atmosphere, reinforcing values that lead to high performance, and motivating employees to commit to common goals. When organizational culture encourages collaboration, innovation, and accountability, employees are more likely to be motivated to work hard and deliver optimal performance. For example, a culture that values achievement and recognizes employee

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contributions will encourage employees to continue to strive to give their best. On the other hand, an organizational culture that is less supportive or unclear in the values and norms applied can have a negative impact on employee performance. An unhealthy culture, such as a lack of communication, lack of support, or high internal conflict, can reduce employee morale and motivation. When employees feel unappreciated or do not have a clear direction in their work, this can lead to a decrease in the quality of performance. Therefore, it is very important for organizations to develop and maintain a positive culture, where employees feel appreciated, motivated, and have clear goals to achieve. A good culture will have a positive influence on employee performance, create harmonious relationships, and encourage the achievement of organizational goals more efficiently.

A culture that creates a sense of pride and loyalty to the organization will also motivate employees to give their best in their work. Employees who feel an emotional connection to the organization's values tend to have a higher commitment to their work and will strive to achieve organizational goals more persistently. Thus, a strong organizational culture can create a deep bond between employees and organizational goals, leading to improved individual and team performance as a whole. Organizational culture at USK has a significant influence on employee performance. A strong and positive culture, which includes academic values, collaboration, and innovation, can create a supportive work environment for employees. When employees feel involved in a culture that values their contributions, they are more likely to be motivated to give their best in their work. This not only increases individual productivity but also contributes to the achievement of the institution's overall goals. In addition, a good organizational culture at USK also plays a role in building a harmonious relationship between employees and management. Open and transparent communication, as well as support from leaders, can create a sense of mutual trust and cooperation among employees. When employees feel heard and appreciated, they are more likely to innovate and actively contribute to the development of the institution. Thus, strengthening a positive organizational culture at USK can be the key to improving employee performance and achieving the university's vision and mission.

#### *H8 test : Job Satisfaction on Employee Performance*

Job satisfaction is proven to influence significantly the employee performance. Job satisfaction also plays a role in creating employee engagement with the organization. Job satisfaction has a significant role in influencing employee performance at USK, as with other organizations. High job satisfaction will encourage employees to be more productive, committed to organizational goals, and more concerned with the quality of the work they produce. Conversely, job dissatisfaction can reduce motivation and performance, which ultimately affects the achievement of university goals. At USK, employee performance can be seen from their level of job satisfaction. Employees who feel appreciated and treated well will show better performance, increase the effectiveness of academic services, and support the achievement of university goals. Therefore, it is important for management to create an environment that supports employee job satisfaction, so that they can work with enthusiasm and provide maximum contribution which will ultimately improve the quality of education and services at the university.

#### *H9 test : Organizational Change on Employee Performance through Organizational Culture*

**Table 2. Organizational Change Significance On Employee Performance Through Job Satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.382	Sobel test: 3.12889246	0.02441759	0.00175467
b	0.200	Aroian test: 3.0937276	0.02469513	0.00197659
S <sub>a</sub>	0.071	Goodman test: 3.16528433	0.02413685	0.00154931
S <sub>b</sub>	0.052	Reset all	Calculate	

Organizational culture is proven to mediate significantly the organizational change effect on employee performance. Organizational change can affect employee performance through organizational culture, both directly and indirectly. When organizations undergo change, such as restructuring, introducing new technology, or changing strategies, organizational culture is often a determining factor in the success or failure of the change. If the change is accompanied by a strengthening of the organizational culture that supports innovation, collaboration, and adaptation, employees will be better prepared to adapt and contribute to better performance. Conversely, if the change is made without considering the existing organizational culture, or if the dominant organizational culture is less supportive of change, employees may feel stressed or confused, which can negatively impact their performance. A strong, positive organizational culture can help facilitate the transition during organizational change and ensure that employees remain motivated to work productively. For example, if the organizational culture values openness and clear communication, employees will more easily understand the reasons behind the changes and feel more comfortable with them. This can increase their engagement levels and reduce the uncertainty that often accompanies change.

Organizational change at USK can have a significant impact on employee performance, especially through the influence of existing organizational culture. When an organization undergoes change, whether in structure, policies, or work processes, employees often feel uncertain, which can affect their motivation and productivity. A strong and positive organizational culture can help employees adapt to these changes, providing the emotional and social support needed to face new challenges. Conversely, if the organizational culture is unsupportive or unclear, employees may feel confused and disoriented, which can ultimately decrease their performance. In addition, an inclusive and collaborative organizational culture at USK can encourage employees to be more proactive in contributing to the changes that occur. When employees feel appreciated and involved in the change process, they tend to show better performance. A culture that encourages innovation and continuous learning can also improve employees' ability to adapt to change, so that they can deliver better results. Thus, the influence of organizational change on employee performance is greatly influenced by how the organizational culture at USK is built and maintained.

*H10 test : Transformational Leadership on Employee Performance through Organizational Culture*



**Table 3. Transformational Leadership Significance On Employee Performance Through Job Satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.472	Sobel test: 3.62082029	0.04614645	0.00029367
b	0.354	Aroian test: 3.59145677	0.04652374	0.00032883
s <sub>a</sub>	0.073	Goodman test: 3.65091601	0.04576605	0.00026131
s <sub>b</sub>	0.081	Reset all	Calculate	

Organizational culture is proven to mediate significantly the transformational leadership effect on employee performance. By emphasizing values such as collaboration, innovation, and openness, transformational leaders help create an organizational culture that encourages employees to be more committed to their work. This strong and supportive organizational culture provides employees with a sense of security, clarity of purpose, and encouragement to perform at their best. Transformational leaders not only provide direction, but also listen to employee aspirations and create a work environment that prioritizes self-development, which in turn improves employee performance. In addition, transformational leadership can also change the organizational culture to be more adaptive and responsive to change. Transformational leaders are able to motivate employees to continue to innovate and adapt to changing organizational demands. By building a culture that focuses on continuous improvement, learning, and development, transformational leaders can ensure that employees have the passion and skills needed to improve their performance in facing new challenges. When the organizational culture supports learning and experimentation, employees feel freer to innovate and take initiative, which contributes to improved individual and team performance as a whole. Thus, through its influence on organizational culture, transformational leadership has a direct positive impact on employee performance. In addition, a strong organizational culture at USK plays an important role in strengthening the impact of transformational leadership. A culture that supports collaboration, open communication, and continuous learning creates an atmosphere where employees feel safe to share ideas and contribute actively. When employees feel a synergy between organizational values and the leadership style applied, they will be more motivated to achieve optimal performance. Thus, transformational leadership not only improves individual performance, but also strengthens the organizational culture that supports the achievement of common goals at USK.

*H11 test : Organizational Change on Employee Performance through Job Satisfaction*

**Table 4. Organizational Change Significance On Employee Performance Through Job Satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.407	Sobel test: 2.63288884	0.04606575	0.00846621
b	0.298	Aroian test: 2.6043853	0.04656991	0.00920392
s <sub>a</sub>	0.067	Goodman test: 2.66234921	0.04555601	0.00775973
s <sub>b</sub>	0.102	Reset all	Calculate	

Job satisfaction is proven to mediate significantly the organizational change effect on employee performance. Organizational change can affect employee performance through job satisfaction, which is often a determining factor in how employees respond to the change. When an organization undergoes change, such as structural changes, new strategies, or the implementation of technology, employees often feel a direct impact on the way they work and interact within the organization. If the change is implemented with employee well-being in mind and is well-managed, it can increase employee job satisfaction. High job satisfaction is associated with increased employee motivation, commitment, and enthusiasm to work harder. Employees who are satisfied with the changes implemented will be more adaptable, feel more appreciated, and motivated to perform at their best. On the other hand, organizational change that is not managed well or does not take into account employee needs can reduce job satisfaction and decrease employee performance. For example, if the change results in uncertainty, decreased compensation, or increased workload without adequate support, employees may feel stressed or frustrated, which can decrease their job satisfaction levels. When job satisfaction decreases, employees tend to be less motivated and may not adapt well to the changes. Therefore, it is important for organizations to manage change in a way that supports employee job satisfaction, such as providing training, clear communication, and opportunities for feedback. By increasing job satisfaction through effective change management, organizations can ensure that employees remain motivated and committed, which in turn will improve their performance.

Organizational change at USK can have a significant impact on employee performance, especially through the aspect of job satisfaction. When organizations undergo changes, such as restructuring, the introduction of new technologies, or changes in policies, employees often feel uncertain which can affect their motivation and productivity. If the change is well managed and involves employees in the process, it can increase their sense of ownership and commitment to the organization. Conversely, if changes are made suddenly without clear communication, employees may feel alienated and dissatisfied, which in turn can decrease their performance.

*H12 test : Transformational Leadership on Employee Performance through Job Satisfaction*

**Table 5. Transformational Leadership Significance On Employee Performance Through Job Satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.407	Sobel test: 3.89217693	0.06044073	0.00009935
b	0.578	Aroian test: 3.86055324	0.06093583	0.00011313
s <sub>a</sub>	0.076	Goodman test: 3.92459071	0.05994154	0.00008688
s <sub>b</sub>	0.102	Reset all	Calculate	

Job satisfaction is proven to mediate significantly the transformational leadership effect on employee performance. Transformational leadership can influence employee performance through job satisfaction by creating an environment that supports, motivates, and values employee contributions. Transformational leaders have the ability to inspire and motivate employees, not only to achieve organizational goals, but also to increase their sense of job satisfaction. These leaders are able to show great concern for individual employee needs, provide encouragement for

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self-development, and create a clear and deep vision that makes employees feel more involved and valued. High job satisfaction, triggered by transformational leadership, will increase employee motivation to work harder, commit to their tasks, and deliver better performance. In addition, transformational leaders focus on creating an environment that supports employee growth and empowerment. By listening to employee input, providing constructive feedback, and creating opportunities for career development, transformational leaders can increase employee job satisfaction. Increased job satisfaction, which comes from transformational leadership, will result in better employee performance. In other words, transformational leadership that is able to create a high sense of job satisfaction will have a direct impact on more optimal employee performance. In addition, high job satisfaction due to transformational leadership also contributes to increased employee performance. When employees are satisfied with the work environment and the support they receive, they tend to be more productive and innovative in their tasks. At USK, an organizational culture that supports collaboration and open communication, often promoted by transformational leaders, creates a positive work atmosphere. Thus, the relationship between transformational leadership, job satisfaction, and employee performance is interrelated, where effective leadership can result in more satisfied and high-performing employees.

## **5. CONCLUSION**

The results indicate that both organizational change and transformational leadership have a significant impact on organizational culture, job satisfaction, and employee performance. Additionally, organizational culture and job satisfaction play a significant role in influencing employee performance. Furthermore, these factors serve as partial mediators in the relationship between organizational change and transformational leadership and employee performance. Therefore, the findings highlight that improved employee performance can be achieved through effective organizational changes and robust transformational leadership, alongside a supportive organizational culture and high levels of job satisfaction. This research enhances our understanding of the factors driving employee performance. From an academic perspective, this established causal relationship can serve as a valuable reference for future studies. Practically, the survey findings yield several recommendations for the research subject as well.

- 1) The results showed that employees contributed less to advancing this organization. This can be a concern for USK to increase employee engagement to the organization where to increase employee loyalty to the organization.
- 2) The results showed that employees were less satisfied with current organizational policies. This can be a concern for USK to pay attention to policies that are detrimental to employees and to find solutions together.
- 3) USK focuses more on improving aspects of organizational change that can support employee performance. The process of change that occurs in an organization should not only be structural but also involve aspects of a strong and supportive organizational culture. Therefore, it is recommended that universities conduct periodic evaluations of the changes that have been implemented and assess their impact on employee performance, by involving employees in the process through two-way communication. This is important so that employees feel involved and have a sense of ownership of the changes that occur, which in turn can increase their motivation and performance.

- 4) Strengthening transformational leadership style at USK as one of the main drivers of employee performance. Leaders who are able to inspire and pay attention to the development of individual employees will be more effective in increasing productivity and team performance. USK should provide transformational leadership training or development programs for leaders at the faculty and unit levels, so that they can become role models that encourage innovation, collaboration, and high work morale. In addition, it is important for leaders to continue to support employee welfare and job satisfaction, which will ultimately contribute to the achievement of institutional goals.
- 5) Improve understanding and implementation of organizational culture that supports positive values, such as collaboration, transparency, and appreciation for employee performance. A strong culture will strengthen the relationship between employees and management, and create a work atmosphere that is conducive to innovation and performance improvement. USK can further explore the potential of the existing organizational culture, and develop programs that focus on strengthening the culture. Thus, an organizational culture that is in line with the university's goals can serve as a tool to improve employee performance and achieve the university's vision and mission effectively.
- 6) Continue to develop adaptation to organizational changes that occur, especially in dealing with structural shifts or new policies. Employees need to have an open attitude towards change, so that they can improve performance and play an active role in realizing organizational goals. Success in organizational change is highly dependent on the ability of employees to adapt to developments and support the implementation of new visions and missions.
- 7) Increase involvement in the existing organizational culture, by understanding and implementing the values and norms that apply at USK. This will help employees work more effectively, collaborate with colleagues, and achieve common goals. A positive organizational culture can increase motivation and job satisfaction, which in turn will have a direct impact on employee performance. Therefore, it is very important for employees to continue to maintain and strengthen harmonious relationships in the work environment to create a productive atmosphere.
- 8) Employees actively contribute to strengthening the organizational culture at USK. Given that organizational culture greatly influences performance, employees are expected to practice organizational values in their daily lives, such as cooperation, open communication, and high work ethics. By strengthening organizational culture, employees will feel more connected to the university's vision and mission, which can increase their sense of belonging and motivation to work.

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