

The Effect of Organizational Culture and Transformational Leadership On Organizational Performance Through Employee Motivation as A Mediation Variable at Mercubuana University

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ABSTRACT

This study aims to determine the effect of organizational culture on organizational performance, the influence of transformational leadership on organizational performance, the influence of employee motivation on organizational performance, the influence of organizational culture on employee motivation, the influence of transformational leadership on employee motivation, knowing the influence of organizational culture on organizational performance through motivational variables. and knowing the effect of transformational leadership on organizational performance through motivational variables.

This research was conducted at Mercubuana University involving 98 employees of the agency. Data analysis used path analysis by testing with a t-test. Data analysis using PLS (Partial Least Square) software.

Based on the data analysis, the results obtained that the organizational culture variable has a significant effect on the performance of Mercubuana University partially. Transformational leadership has a significant effect on organizational performance partially. Motivation partially affects the organizational performance of Mercubuana University. Organizational culture also partially affects the motivation of Mercubuana University. Transformational leadership also partially affects the motivation of Mercubuana University. The influence of culture and transformational leadership affects organizational performance through motivational variables. Motivation is not a moderating variable.

Keywords: organizational culture, transformational leadership, employee motivation, organizational performance

Introduction

Performance is very important for institutions as a measure of institutional success and can also be used as an evaluation to set targets in the form of goals. Performance comes from the notion of performance, namely as a result of work or work performance. Performance is about doing work and the results achieved from the work "According to (Wibowo; (2008:7). In addition, "performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction, and contributes to the economy" (Amstrong and Baron (2008:7). The term performance is often used to refer to the achievement or level of success of individuals or groups of individuals.

Performance can be known only if the individual or group of individuals has predetermined success criteria. This success criterion is in the form of certain goals or targets to be achieved (Mahsun; (2006:25) As "Organizational performance is "the totality of the work achieved by an organization, the achievement of organizational goals means that, the performance of an organization can be seen from the level of the extent to which the organization can achieve goals that are based on predetermined goals" (Surjadi, 2009:7).

Another opinion about "Organizational performance is "something that has been achieved by the organization within a certain period, both related to inputs, outputs, outcomes, benefits, and impacts. (Sobandi, 2006:176). Furthermore, the notion of

organizational performance is "the level that shows how far the implementation of tasks can be carried out in actual and the organization's mission is achieved" (Steers, 2003: 67). Basically, performance is divided into two aspects, namely employee performance, and organizational performance. "Employee performance is the result of individual work in an organization. Organizational performance is the result of work achieved by an organization. "Employee performance and organizational performance are interrelated; this is because the work that has been achieved by an organization cannot be separated from the performance of employees in the organization. According to Pasolong (2011:175). It can be said that organizational performance is the extent to which an organization can achieve the goals that have been set and the extent to which the actual implementation of tasks can be carried out and the organization's mission can be achieved properly. The factors that affect performance within the scope of the organization are indicators used to assess organizational performance, which consists of the following factors: a. Tangibles or physical appearance means the physical appearance of buildings, equipment, employees, and other facilities owned by providers. b. Reliability is the ability to carry out the promised service accurately. c. Responsiveness is the willingness to help customers and provide services sincerely. d. Assurance is the knowledge and courtesy of workers and their ability to give trust to customers. e. Empathy is treatment or personal attention given by providers to customers. Zeithaml,



Parasuraman, and Berry (2005:175). The opinion of Zeithaml (2005:175) explains the factors that can affect organizational performance in achieving the implementation of tasks performed by an organization or agency. Improving performance in an organization is a goal or target to be achieved by the organization in maximizing an activity that has been set previously.

The author chooses to use the theory of performance measurement proposed by Zeithaml, Parasuraman, and Berry because it is deemed appropriate, more precise, and more capable of measuring the organizational performance of Mercubuana University, Kranggan Campus, namely Tangibel (physical goodness), Reliability (ability to provide services), Responsiveness to help customers), Assurance, (Certainty/politeness of workers) Empathy (personal attention). Research conducted by Mohamud (2018) shows that every individual in the organization has a different culture and first tries to modify it according to standards and 4 organizational values. Adopting a positive development culture is easier to achieve when everyone is on the same path in the organization. In this study, a strong organizational culture is seen as very useful for new employees to adopt the organizational culture and gain a competitive advantage under certain circumstances. The organization is useful for staff to do their job efficiently and effectively. Meanwhile, further research was conducted by Sarminah, Abdullah, and Ahmed (2014) This study found that organizational culture is related to organizational performance and shows a significant impact on organizational performance. It was found that engagement emerged as the most important aspect of organizational culture influencing organizational performance. Ahmed & Saima Shafiq (2014) say that all dimensions of culture affect different organizational performance perspectives.

Dahie (2015) found that organizational performance (dependent variable) has a significant positive effect with two independent variables, namely, work environment, and facilitation. Also, the results of the regression analysis found that the two constructs had a statistically significant, positive, and direct effect on organizational performance. Hussain Aunjum, Abbas, Sajid (2017) regarding Transformational Leadership the results state that Transformational Leadership has a positive impact on Employee Motivation which proves that Transformational Leadership has 5 significant, positive and strong influences on employotivation in the Pakistani Banking sector Rashmi Rawat (2015) the results show transformational leadership on employee motivation and motivation researchers found that there is a significant relationship between transformational leadership and employee morale & motivation. The results of research conducted by (Ovidiu-Iliuta Dobre;2013) these results show that if employee empowerment and recognition increase, their motivation to work will also increase, as well as their achievements and organizational performance. However, employee dissatisfaction caused by monotonous work and pressure from clients can weaken organizational performance.

Therefore, the level of employee absenteeism can increase and employees may leave the organization. Further research by Hakiki (2016) Based on the results of the study also obtained a product-moment correlation coefficient of 0.964,

meaning that there is a very strong influence between Organizational Culture on Work Motivation. Based on the coefficient of determination (R^2) of 92.93%, this means 92.93%. Research conducted by Sam (2015). The most dominant influence is organizational culture while the lowest influence is transformational leadership. All research variables have a simultaneous effect on the performance of KJKS BMT TAMZIS employees in Bandung where the magnitude of the simultaneous influence is 78% 6 while the rest is influenced by other factors not included in this study. Thus, the institution, in this case, KJKS BMT TAMZIS Bandung, needs to increase the role of a strong organizational culture so that it can improve the performance of its employees.

The conclusion is in my opinion from previous researchers that organizational culture is very influential on organizational performance. In addition, transformational leadership is also very influential on organizational performance, namely the factor. If employee empowerment and recognition increase, their motivation to work will also increase, as well as their achievements and organizational performance. However, employee dissatisfaction caused by monotonous work and pressure from clients can weaken organizational performance.

Therefore, the level of employee absenteeism can increase and employees may leave the Mercubuana University organization as one of the private universities in the service sector. no. Attention to these four indicators is hoped that service institutions engaged in education will continue to survive and grow.

Mercubuana University as a business entity engaged in the service sector, especially education is required to be able to carry out academic activities for long-term competition. The vision of Mercubuana University is to become a superior and leading university in Indonesia to produce professionals who meet the needs of industry and society in the global competition in 2024 by offering a promise in the form of guarantees of proper education for students and lecturers. This main task is to provide academic administrative services to educational institutions, namely: faculties, departments, study programs, students, lecturers, and other users who need services in the field of academic administration.

To improve the quality of education services at universities, the University of Mercubuana Kranggan campus is required to be able to improve its performance by improving the services provided to users (users). satisfy the expected or implied needs (Ministry of National Education, 2002). In terms of quality, it means the degree (level of excellence of a product (the result of work/effort) both in the form of goods and services, both tangible or intangible. Tangible quality means that it can be observed and seen in the form of the quality of an object or the form of activities and behavior. "Organizational culture is the norms, beliefs, attitudes, and philosophies of an organization.

Culture is a unique system of values, beliefs, and norms shared by members of an organization. Culture is also an important cause for the effectiveness of the organization itself. According to G Graham in Siswadi (2012). Transformational leadership also affects organizational performance. Transformational leadership is a leader who has the power to

influence subordinates in certain ways. Employees feel trust, admiration, loyalty, and respect for their superiors so that subordinates are motivated to do more than what is usually done and expected.

Transformational leadership in principle motivates employees to do better than what is usually done, in other words, it can increase the confidence or self-confidence of subordinates which will affect work improvement. Bass (2001). In this case, it is still felt that less is being done at the Mercubuana University, Kranggan campus because of the lack of leaders to check that their subordinates are in their respective units so that what is expected is not in line with the expectations of the organization.

In addition, the motivation given to subordinates is not enough to motivate employees to work even more enthusiastically which results in a decrease in organizational performance, for example, by increasing the position from contract employee status to being an employee, the opportunity takes a long time, eliminating employee incentives is very influential in employee organizational performance. who work optimally and according to what is expected by the institution. "Motivation is a factor that greatly determines performance because motivation is a process that directs how much effort is devoted to carrying out the work" (Griffin 2002. So basically if the institution wants to achieve optimal performance by the targets that have been determined, the institution must motivate employees, so that employees are willing and willing to devote their energy and thoughts for the sake of work.

The problem of motivating employees is not easy because employees have different wants, needs, and expectations from one employee to another. So if management can understand motivational issues and overcome them, the institution will get optimal employee performance by the specified standards (Buhler 2004). The explanation above underlines that organizational performance is important in an organization that supports optimal work results. Organizational culture and leadership are expected to improve organizational performance so that it can motivate its employees which in turn will improve the performance of the organization itself and achieve the goals of the leadership and the organization.

Literature Review

Organizational Culture

Drucker quoted by Tika (2010) the organizational culture is the body of solutions to external and internal problems, that has worked consistently for a group and that is therefore taught to new members as the correct way to perceive, think about, and feel about those problems" (organizational culture is the subject of solving external and internal problems that are carried out consistently by a group which then bequeaths it to new members as the right way to understand, think, and feel about related problems.).

Meanwhile, Gibson, quoted by Wibowo (2016), defines organizational culture as what employees feel and how this perception creates patterns, beliefs, values, and expectations. Furthermore, Mangkunegara (2005) cited Sembiring (2012) organizational culture is a set or assumption or system of beliefs, values, and norms developed in an organization that is used as a

behavioral guide for its members to overcome problems of external adaptation and Internal integration, Armstrong (2005) cited by Chatab (2007) organizational or corporate culture is a pattern of values, norms, beliefs, attitudes and assumptions that can no longer be articulated, but the shape and determine the way people behave and solve problems something"

Robbins (2000) further argues that organizational culture as the dominant values disseminated in the organization is used as an employee work philosophy that becomes a guide for organizational policies in managing employees and consumers. According to Robbins (2000), a strong organizational culture is a culture where the core values of the organization are held intensively and widely shared by members of the organization.

Transformational Leadership

Transformational Leadership Style "explains that transformational leadership is a situation in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected. The leader transforms and motivates followers by making them more aware of the importance of the results of a job, encouraging them to place more importance on the organization or team than self-interest, and activating their needs at a higher level.

From the opinion above, it can be concluded that transformational leadership is a charismatic leader and has a central role and strategy in bringing the organization to achieve its goals. Transformational leaders must also have the ability to match the vision of the future with their subordinates and heighten the needs of subordinates at a higher level than what they need. The interaction that arises between the leader and his subordinates is characterized by the influence of the leader to change the behavior of his subordinates into someone who feels capable and highly motivated and strives to achieve high and quality work performance.

Leaders influence followers so that organizational goals will be achieved. "Transformational leadership as a pattern of leadership that can motivate employees by bringing to the ideals and high values to achieve the vision and mission of the organization which is the basis for forming trust in the leadership" Tucker and Lewis (2004:78). This leadership style focuses on tangible qualities such as vision, shared values and ideas to build rapport, give greater meaning to each activity, and provide a common foundation for the change process

Motivation

Motivation is an impulse or turmoil that arises from within humans to fulfill their various needs by their respective desires (Afin Murtie, 2012: 63). In his book Robbins (2008) suggests motivation as a process that explains the intensity, direction, and persistence. an individual to achieve his goals.

According to Kadarisma (2012), "Work motivation is the driving force or impetus in a person to want to behave and work diligently and well by the duties and obligations that have been given to him". According to Hasibuan (2012), motivation is a condition that moves 69 employees to be able to achieve the goals of their motives (Mangkunegara, 2007). "The notion of motivation in everyday life is defined as the whole process of

giving encouragement or stimulation to employees so that they are willing to work willingly without being forced" According to Saydam (2000) in Kadarisma (2012) From the description above, it can be stated that motivation is an activity or a way to encourage turmoil in humans to want to behave, work optimally to meet predetermined needs or goals.

Organizational Performance

Organizational Performance is a word in Indonesian from the root word "work" which translates the word from a foreign language, namely achievement. It can also mean work. The concept of performance (Performance) can be defined as the level of achievement of results. Performance can also be said as a result (output) of a certain process carried out by all components of the organization against certain sources used (input). Furthermore, performance is also the result of a series of process activities carried out to achieve certain goals in an organization. For an organization, performance is the result of cooperative activities among members or organizational components to realize organizational goals. Performance is a product of administrative activities, namely cooperative activities to achieve goals whose management is commonly referred to as management.

While the organization is a group of people (two or more) who are formally united in collaboration to achieve the goals that have been set. So organizational performance is the work obtained within an organization in achieving the goals that have been set. According Keban, "states that performance (performance) in the organization is defined as the level of achievement of the results of "the degree of accomplishment" or performance is the level of achievement of organizational goals on an ongoing basis (Keban, 2003).

According to Steers, the notion of organizational performance is the level that shows how far the actual

implementation of tasks can be carried out and the organization's mission is achieved (Steers, 2003:67). From the above definition, it can be understood that organizational performance is how far the level of ability to carry out organizational tasks to achieve goals under the capabilities and programs/policies/vision and missions that have been previously determined. Understanding Performance in the organization is the answer to the success or failure of the organizational goals that have been set. The agencies often do not pay attention to the performance of the agency or organization unless the performance is already very bad.

The performance of an organization can be seen from the degree to which the organization can achieve its goals based on the vision and mission that have been set previously. For this reason, some information about organizational performance is needed. This information can be used to evaluate the work processes carried out by the organization so far, whether they are in line with the expected goals or not. Many organizations do not have information about performance within their organizations.

Research Methods

Time and Location of Research

The research will be conducted in October-December 2020 by taking the location at Mercubuana University.

Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed by testing the causal relationship of the independent variable to the dependent variable. The relationship between variables can be described in the form of a path analysis diagram as follows: The research conceptual framework can be explained as follows:

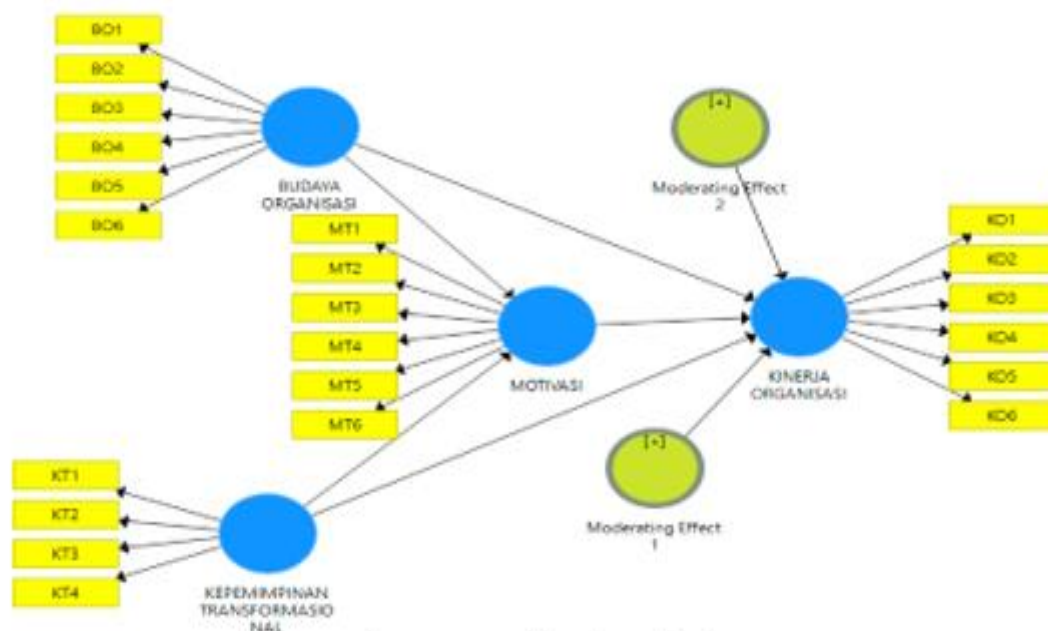


Figure 1. Overall Path Analysis

Population and Sample

The population in this study is employees who work at the Mercubuana University office. While the sample used

includes 98 members at Mercubuana University. This sampling uses the saturated sample method because it uses all members of the agency.

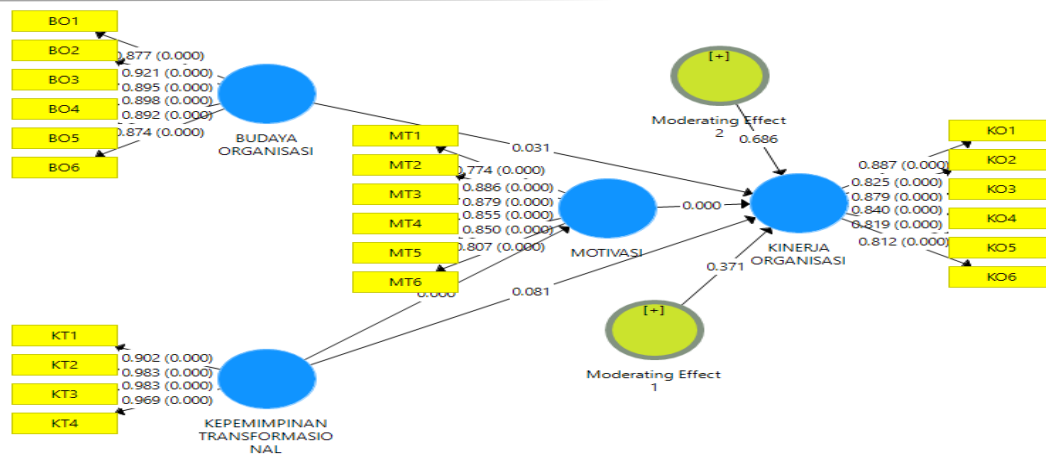


Figure 2: Population and Employee Path Analyses

Research Result

1. Partial influence of organizational culture on the organizational performance of Mercubuana University

In the table below, the influence of organizational culture on organizational performance has a t value of 3.6345. The p-

value is 0.0003. This shows that the organizational culture variable has a significant effect on the performance of Mercubuana University partially.

Table 1. P value path analysis

Effect	T - statistic	P-value
Culture-> performance	2,158	0,031
Culture->motivation	12,308	0,000
Motivation->performance	4,931	0,000
Leadership -> performance	1,966	0,050
leadership->motivation	4,007	0,000

2. The effect of transformational leadership on the organizational performance of Mercubuana University partially

In the table above, the effect of transformational leadership on organizational performance partially has a t statistic of 1.966 and a p-value of 0.05. The p-value is smaller than 0.05. This shows that transformational leadership has a significant effect on organizational performance partially.

3. Partially the effect of motivation on the organizational performance of Mercubuana University

Motivation partially affects the organizational performance of Mercubuana University. This can be seen from the t-count value of 4.981. The p-value is 0.000. The p-value is smaller than 0.05. The positive t value indicates that the higher the motivation, the greater the organizational performance.

4. Partial influence of organizational culture on the motivation of Mercubuana University

Organizational culture also partially affects the motivation of Mercubuana University. This can be seen from the t-count value of 12.038 and the p-value of 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

5. The effect of transformational leadership on the motivation of Mercubuana University partially

Transformational leadership also partially affects the motivation of Mercubuana University. The t value in the table above is 4,007. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

6. The influence of organizational culture on the organizational performance of Mercubuana University through motivational variables

Organizational culture influences the organizational performance of Mercubuana University through motivational variables. This can be seen in the following table.

Table 2. Results of the analysis of moderating variables

Effect	T - statistic	P-value
Culture->motivation-> performance	0,852	0,395
Knowledge->motivation->performance	0,380	0,704

The value above is obtained from the analysis of the PLS (partial Least Square) application. The statistical t-value of the influence of culture on organizational performance through motivation has a t-count of 0.852 and a p-value of 0.395. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant. Motivation is not a moderating variable.

7. The influence of transformational leadership on the organizational performance of Mercubuana University through motivational variables

The table above also shows the results of the analysis that transformational leadership affects organizational performance through motivational variables. The value of this analysis has a t count of 0.380 and a p-value of 0.00. This p-value is greater than

0.05. This shows that the effect is not significant. Motivation is not a moderating variable.

Discussion

The influence of organizational culture on organizational performance has a t value of 2.119. The p-value is 0.0003. This shows that the organizational culture variable has a significant effect on the performance of Mercubuana University partially. These results are consistent with previous research on the influence of organizational culture on organizational performance. These studies include (S Dunggio, 2020; Mohammad Muris, 2020; F Masluk, 2015; E Sari Elsa Vosvo, 2013; J Jamaluddin, 2017; N Novziransyah, 2017; J Jufrizen).

The effect of transformational leadership on organizational performance partially has a t statistic of 1.966 and a p-value of 0.05. The p-value is smaller than 0.05. This shows that transformational leadership has a significant effect on organizational performance partially. This is under previous research (J Jamaluddin, 2017; N Novziransyah, 2017; J Jufrizen).

Motivation partially affects the organizational performance of Mercubuana University. This can be seen from the t-count value of 4.931. The p-value is 0.00. The p-value is smaller than 0.05. Organizational culture also partially affects the motivation of Mercubuana University. This can be seen from the t-count value of 12.308 and the p-value of 0.00.

Transformational leadership also partially affects the motivation of Mercubuana University. The t value in the table above is 4,007. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant. The statistical t-value of the influence of culture on organizational performance through motivation has a t-count of 0.852 and a p-value of 0.395. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant.

Transformational leadership affects organizational performance through motivational variables. The value of this analysis has a t count of 0.380 and a p-value of 0.00. This p-value is greater than 0.05. This shows that the effect is not significant. This is under previous research (S Dunggio, 2020; Mohammad Muris, 2020; F Masluk, 2015; E Sari Elsa Vosvo).

Conclusion

The organizational culture variable has a significant effect on the performance of Mercubuana University partially. The influence of organizational culture on organizational performance has a t value of 3.6345. The p-value is 0.000.

Transformational leadership has a significant effect on organizational performance partially. The effect of transformational leadership on organizational performance partially has a t statistic of 1.966 and a p-value of 0.05. The p-value is smaller than 0.05.

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Motivation partially affects the organizational performance of Mercubuana University. This can be seen from the t-count value of 4.981. The p-value is 0.000. The p-value is smaller than 0.05. The positive t value indicates that the higher the motivation, the greater the organizational performance.

Organizational culture also partially affects the motivation of Mercubuana University. This can be seen from the t-count value of 12.038 and the p-value of 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

Transformational leadership also partially affects the motivation of Mercubuana University. The t value in the table above is 4,007. The p-value is 0.00. The p-value is smaller than 0.05. This shows that the effect is significant.

The statistical t-value of the influence of culture on organizational performance through motivation has a t-count of 0.852 and a p-value of 0.395. The p-value is greater than 0.05. This shows that the effect of the moderating variable is not significant. Motivation is not a moderating variable.

Transformational leadership affects organizational performance through motivational variables. The value of this analysis has a t count of 0.380 and a p-value of 0.00. This p-value is greater than 0.05. This shows that the effect is not significant. Motivation is not a moderating variable.

Suggestion

In improving organizational performance, it is necessary to develop organizational culture, transformational leadership, and motivation. Organizational culture is developed by habituation to employees in carrying out activities with a disciplined attitude, increasing the role of leadership and increasing the role of employees with a larger portion.

Transformational leadership needs to be developed by paying attention to the application of leadership that can change conditions in the direction desired by management. This needs to be done by making improvements such as the attitude of employee compliance to leadership, the attitude of leaders who can adapt to changing times, and leadership resilience to the problems faced by the organization. This attitude needs to be developed by conducting a lot of leadership training from the head of the study program to the chancellor at the university.

High motivation also needs to be owned by employees and leaders. This attitude can be shown by fulfilling the employee's needs for income or salary received that can meet the needs of the employee, improve the work atmosphere and increase concern for other employees by improving communication between leaders and employees, leaders and leaders as well employees and employees. This good condition is expected to trigger the development of high motivation needed to improve organizational performance.



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