



Research Article

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Organizational Culture as a Mediator Motivation and Transformational Leadership on Employee Performance

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Abstract

The research process begins by identifying problems in the Ministry of Public Works and Public Housing (PUPR) of the Republic of Indonesia. These several targets were not achieved by the end of 2019, sorting and conducting problem formulation, data collection, and preliminary studies. This process starts from January 2020 to May 2020. Following the research objectives, the research design used was a descriptive causal study with the variable Motivation, Transformational Leadership, and Organizational Culture as the independent variable and the Employee Performance variable as the dependent variable. The study population was all PUPR civil servants who had duties and directly related to planning activities and reporting systems. Respondents were selected using a purposive sampling technique. Using the sample size technique from Slovin, the number of respondents in this study was 120 respondents. Field data collection was carried out by survey method using questionnaires, which were processed using Structural Equation Modeling (SEM) using the Partial Least Square (SmartPLS) version 3.0 program. The results show that the performance of the state civil servants at the Ministry of PUPR of the Republic of Indonesia is positively and significantly influenced by work culture, especially in the use of working time effectively and efficiently, and is closely related to how well a superior is as a role model who gives an example to subordinates in implementing time management well.

Keywords: Employee Performance, Transformational Leadership, Organizational Culture, Motivation

1. Introduction

The development of infrastructure and public housing in Indonesia is currently a grave concern of the Government to catch up and issue equitable development throughout the Republic of Indonesia's territory. This task is the primary responsibility of the Ministry of Public Works and Public Housing (PUPR). After making observations at the end of 2019, our research team found a condition that the PUPR organization's performance is closely related to the two main activities of the organization, namely planning activities and how the organization manages its reporting system. Therefore, our study focuses on observing personnel involved either directly or indirectly in planning and reporting

activities. Initial studies using a survey by simple random sampling show that work culture is a very dominant aspect influencing employee performance. In the next stage, we find two main factors that significantly affect the formation of work culture, namely the role of direct supervisors and the level of employee motivation itself.

Based on considerations based on field facts obtained during field research, we designed a research framework that connects motivation variables and the application of leadership styles by taking the concept of transformational leadership on the formation of work culture and, in the end, how the work culture in the PUPR Ministry affects performance. The state civil apparatus's work will significantly determine the ministries' level of achievement that are currently chasing the targets of completion of development in this country, which is actively developing. The relationship between the variables studied and the different results of previous research are the material for our study, as outlined in the literature review below.

2. Literature Review

2.1 Motivation

Work motivation is the direction, intensity, and persistence of work-related behavior desired by the organization (Arshadia, 2010). This condition can present challenges and can be intrinsic or extrinsic (Barbuto & Story, 2011). Work motivation is related to the reasons and the ability of a person to do their job better than others (Dal Forno & Merlone, 2010). According to equity theory, motivation is mostly a function of justice in social exchange. If employees understand organizational truth, they are more involved in the organization.

Conversely, if they see injustice, they will tend to reduce their involvement, which results in expectations of work and the organization restoring the balance between their contributions and work situations (Giauque et al., 2011). A person's motivation to pursue certain goals is determined by situational stimuli, personal preferences, and the two's interaction. Motivational tendency produces various incentives related to activities, results, and internal (self-evaluation) and external consequences, each of which is weighted according to personal motives (Pancasila et al., 2020). There are good reasons for using the terms 'motive' and 'motivation.' The term 'motive' is used in a certain context in ordinary language. Use this term is used by psychologists who argue that we have a motive for everything we do (Farrell & Finkelstein, 2011). Meanwhile, this study's motivation perspective shows that individual motivation can increase through contextual conditions internalized by the individual (Kenny et al., 2010). Intrinsic motivation implies that "workers are quite proud of their work so that efforts increase some level of utility." Such an assumption can be tested given that decision utility is a function of hours worked (Atkinson & Hall, 2009). In the integrated motivation model, following a review and analysis of the relevant literature. Research is based on the growing awareness that traditional motivation models fail to explain and predict human behavior diversity, especially in the workplace. Leonard et al. try to overcome its weakness by presenting a meta-theory of work motivation (Ryan, 2010). Achievement motivation observes that someone approaches a new task with a learning goal orientation, while others approach a task with a goal in the right way, namely obtaining favorable assessments or avoiding negative judgments from others (Reio & Ghosh, 2009).

2.2 Transformational Leadership

Leadership is an effort by a group of people on a common goal, and it is possible to work as a team (Arora & Baronikian, 2013). The field of organizational behavior defines leadership as "the ability to influence a group toward achieving goals." This leadership style is well studied and researched that uses traditional work settings, and is scattered in mind (Christie et al., 2011). Leadership studies have determined that behavioral and personality attributes are important aspects of an organization (Meng & Berger, 2019; Hapsari et al., 2021). Currently, leadership is one of the most observed management phenomena (Chi et

al., 2011). Indeed, in the development of several aspects of organizational life today, leadership is an inherently social phenomenon, and the ability to understand and effectively respond to complex social behavior (Sun & Anderson, 2012). Leadership personality traits get a person noticed, but they need to be refined and developed inexperience. Research shows that competencies develop, grow, and emerge over time and are played differently in different situations (Collings, 2012). Leadership is an important management function that helps maximize efficiency and achieve organizational goals. This underlies why contemporary leadership theory approves organizations to create a culture of empowerment that enhances workforce performance and leadership (Yuan & Lee, 2011). The history of leadership can be traced back to past kingdoms' heyday, discussed in various ancient books and manuscripts. Leadership was initially believed to be a trait inherent in a person, arises with the individual's birth, cannot be learned, and is related to genes or glory. This is what is believed to cause aristocracy and monarchy to become birthright, where power is passed down from generation to generation associated with the leadership of the family dynasty (Kamariah et al., 2013). These are cross-disciplinary experiences such as organizational behavior, social and human relations. But in the end, the experts agreed that leadership could be learned and shaped, and developed (Biswas, 2009).

Several authors have allocated leadership as an approach to fostering innovative environments to advance organizational, human, social, and structural capabilities (Kamariah et al., 2013). Today we recognize a transformational leadership model which assumes that four human needs cannot be negotiated, namely needs that must be met if we want to be healthy, fully happy, fully functional human beings, where these needs can be met by leadership that is transformational (Astuty & Udin, 2020). Transformational leadership emphasizes the continuous process of independent learning, training, and relevant leadership experiences (Astrauskaite et al., 2015). This is very relevant to the fundamental values of leadership, which are at the core of efforts to achieve effective development of values that drive the group in dealing with internal and external problems. If something proposed by the leader is successful from what used to be the leader's assumption, gradually, it can become a shared assumption (Chammas & Hernandez, 2019). Mumford compared three types of extraordinary leaders: charismatic, ideological, and pragmatic (Argyris, 2010). The three of them combine in transformational leadership. From the literature study conducted, basically transformational leadership is a significant correlation of the amount of effort put in by followers, leader-member satisfaction, employee performance, and overall effectiveness of the individual and with organizational expansion (Biswas, 2009). Besides, Hsiao & Chang (2011) an empirical study shows that transformational leadership has a strong influence by considering the characteristics of work as a mediator (Astrauskaite et al., 2015). However, the perception of followers and acceptance of transformational leadership is determined by the behavior of a leader and his followers' characteristics (Felfe & Schyns, 2009). Transformational leadership has two parallel effects.

On the one hand, transformational leaders are assumed to positively influence followers' creativity because they provide intellectual stimulation to them and become role models for unconventional behavior and original thinking styles. On the other hand, because of their charisma and narcissistic tendencies, transformational leaders tend to promote follower dependency, which can harm follower creativity (Eisenbeiß & Boerner, 2013). When a supervisor displays transformational leadership, employees may perceive it as support and reciprocate by maintaining a positive work attitude (e.g., customer orientation). Additionally, such leaders can activate mutual support among their followers to achieve goals (e.g., shop performance goals) (Liaw et al., 2010). Mittal & Dhar (2015) identified four transformational leadership styles, namely as follows.

1. Ideal influence: Leaders serve as role models for others by demonstrating high ethical standards and being trustworthy.
2. Inspirational motivation: Leaders inspire others by generating enthusiasm and optimism, demonstrating a shared commitment to goals, and communicating expectations.
3. Intellectual stimulation: Leaders demonstrate innovation by encouraging others to present new ideas and approaches without fear of criticism.
4. Individual consideration: The leader acts as a mentor or trainer by taking care of others and

helping team members develop skills to reach their potential.

Transformational leadership factors include ideal-attribute influence, ideal-behavior influence, inspirational motivation, intellectual stimulation, and individual consideration (Hsiao & Chang, 2011). Kusumaningrum et al., (2020) broaden the pseudo-transformational conceptualization of leadership by considering the leader-follower relationship more broadly (Christie et al., 2011). Given the emphasis on the importance of the mission and organizational outcomes, this leadership may be instrumental in public and non-profit organizations because they have a strong service and community-oriented mission (Wright et al., 2012). Positive leader's moods may influence team processes and performance through multiple approaches: explicit (e.g., transformational leadership) and implicit (e.g., emotional contagion) (Chi et al., 2011).

2.3 Organizational Culture

Organizations are formed because of a group of people and a group of activities. When a group of people who carry out these activities has different beliefs, norms, and values, those beliefs, norms, and values cannot unite them. Therefore, it is necessary to identify a basic assumption that can overcome external adaptation and internal integration, which is then taught to new members as the correct way to see, think, and feel these problems (Silla et al., 2017). Organizations exist for different reasons and cause them to emerge and encourage the birth of a culture that teaches how they should work (sometimes called 'ethos') etc. Organizational culture is then agreed upon as values and behaviors that contribute to an organization's social and psychological environment (Stone et al., 2007). Culture is the way of getting things done or implicit rules that govern how people behave and do their jobs (Colquitt et al., 2019).

Meanwhile, culture building takes years, and a common competency model that influences strategic priorities and is applied in any talent management system can provide constant cultural change and reinforcement (Jiao et al., 2011). The desire to remove the characteristics of organizational culture such as (1) the organizational glue that is maintained by a commitment to innovation and development, (2) the achievement of new resources and challenges, and (3) defining success through the latest products and services creating a culture that allows people (and ourselves) to grow, expanding our capacities as leaders, as employees, and as people (Nurjanah et al., 2020; Atkinson & Hall, 2009). Lack of trust is an indication of a weak culture. If the organization has the right culture and personnel, rules are almost certainly no longer needed. Organizations from countries that show high individualism tend to make more intensive recruitment via company websites than more collectivist organizations. Besides, companies from cultures with high uncertainty levels tend to take less intensively on recruitment using the company website (Ugbomhe et al., 2016). The strong variety will result in assistance from contributors to the agency, and it is part of the outreach as part of the employer culture. Organizations with a concomitantly conservative risk culture will take it lower and decide to have stronger management structures. Likewise, organizations with a more aggressive risk culture will choose to take higher ones and adopt a weaker management structure (Haerani et al., 2020).

2.4 Employee Performance

Employee performance is often associated with organizational efforts in developing new products (called innovation performance), profits achieved, sales growth, and market share achievements (Zhang, 2010). Job performance is often defined as the value of a series of employee behaviors that contribute positively or negatively to the achievement of organizational goals. This definition of job performance includes behavior within the control of employees but places boundaries where the behavior is (and is not) relevant to job performance (Colquitt et al., 2019). Job performance can be divided into task performance and performance; the latter mainly involving job-related behavioral factors. Behavioral performance is represented by spontaneous behavior and extra roles in the workplace, further divided into positive behavior and negative behavior (Bogler & Somech 2005). While performance in a role is defined as the

employee's actions to fulfill the formal requirements of his job, extra-role performance refers to activities performed by an employee that is outside the boundaries of the formal job description and are performed by employees at their discretion (Biswas, 2009). Highly performing employees were found to have a greater obligation to help the organization achieve its goals, stronger affective commitment to the organization, increased expectations of rewards for high performance, and all of these results were consistently found with increased performance in extra roles (Neves & Eisenberger, 2012). The trend is that supervisors increasingly expect higher performance in terms of quality or quantity, longer working hours, greater responsibility, greater flexibility, and demands for more modest rewards of various kinds. Evidence shows that climate affects performance more than performance affects climate, so an increase in climate tends to lead to better performance. Performance appraisal increases employee motivation levels and encourages them to engage in innovative programs, and facilitates the achievement of desired results (Minavand, 2013). Performance reviews generate feedback, and performance improvement plans help employees develop skills that maximize their potential (Cascio, 2014). Organizations with high-performance achievement strategies recognize the need for managers close to the talent and better see opportunities. Therefore, recently, organizations have focused on implementing several high-performance HR practices and strategies to improve employee performance, such as training, performance appraisal, compensation, career development, teamwork, and others (Vizano et al., 2021; Mangaleswaran & Thevanes, 2018). The concept of numerical performance may not adequately describe system performance and will be difficult to use for simple qualitative evaluations (Huo, 2012). Engagement also means the availability of resources to cope with even challenging tasks and circumstances. The main function of middle managers is to support people development and employee performance and enable positive work contexts and coworker relationships (Ho et al., 2011; Setiyani et al., 2020). Poor performance conditions will weaken resistance to change compared to companies with good performance, which tend to show resistance to change (Liu et al., 2012). That is why performance management is often relied on as the main process for communicating expectations and encouraging behavior to achieve the organization's important goals.

In general, organizations place employee performance management as a broader concept covering various activities in which the organization seeks to assess employees, develop their competencies, improve performance and distribute rewards (Decramer et al., 2012). Once the capacity to use knowledge is acquired, of course, it must be transferred to jobs to influence workplace performance (Smith-Crowe et al., 2003). In short, performance management is about their job, job performance, and their relationship with coworkers and becomes feedback for those who have poor performance (Chen et al. 2013). In some cases, employee performance is achieved by applying flexibility in working hours and work-life balance (Susanto et al., 2020; Silitonga et al., 2020). Likewise, the evaluated performance measurement system proved not to be significantly different from the supervisor's assessment of employee job performance (Yurchisin & Park, 2010; Kattenbach et al., 2010).

3. Research Method

The research process begins by identifying problems in the Ministry of Public Works and Public Housing (PUPR) of the Republic of Indonesia, especially those related to planning activities and reporting systems, until the end of 2019, sorting and formulating problems, collecting data, and conducting preliminary studies. This process began in January 2020 to May 2020. Following the research objectives, the research design used was a descriptive causal study with the variables of Motivation, Transformational Leadership, and Organizational Culture as the independent variable and the Employee Performance variable as the dependent variable. The study population was all PUPR civil servants who had tasks related to planning activities and reporting systems. Respondents were selected using a purposive sampling technique. Using a sampling technique from Slovin, the respondents in this study were 120 respondents to the state civil servants. Field data collection was carried out using a survey using a questionnaire that was processed using the Structural Equation Modeling (SEM) technique using the Partial Least Square (SmartPLS) version 3.0 program.

Table 1. Research Variables and Indicators

| Variable | Indicator (manifest variable) |
|-----------------------------|--|
| Motivation | M.1 Award as an achievement |
| | M.2 Provide work results above the standard |
| | M.3 Evaluate work results for improvement |
| | M.4 Teamwork |
| | M.5 Know the character of my boss and coworkers |
| | M.6 Understand the limitations of the association |
| | M.7 Be the leader in the work team |
| | M.8 The urge to always excel |
| | M.9 To be someone who is always heard |
| Transformational Leadership | TL.1 My boss is a good example |
| | TL.2 Respect for superiors for their proper way of working |
| | TL.3 My boss always provides explanations |
| | TL.4 Allow his subordinates to make decisions |
| | TL.5 Want to accept opinions |
| | TL.6 Give appreciation for the ideas of his subordinates |
| | TL.7 Provide opportunities to improve abilities |
| | TL.8 Provide a clear and neat schedule |
| | TL.9 Provide work-related advice |
| Organization Culture | OC.1 Receive an appropriate performance allowance |
| | OC.2 Performance is taken into career development |
| | OC.3 Organizations reward performance |
| | OC.4 Involved in the work team to achieve output |
| | OC.5 I can work as a team |
| | OC.6 I feel like working as a team will be better |
| | OC.7 I have a clear job desk, and I do it |
| | OC.8 Make use of time to work optimally |
| | OC.9 I work according to the provisions |
| Employee Performance | EP.1 Make mistakes in doing office work |
| | EP.2 Output is following the applicable rules |
| | EP.3 Do the job quickly and thoroughly |
| | EP.4 My SKP target can be achieved by 100% |
| | EP.5 Do work according to a predetermined target time |
| | EP.6 Existing facilities and infrastructure supported work |
| | EP.7 During working hours, always in the workspace |
| | EP.8 Never late for work |
| | EP.9 Never use the time for other purposes |

4. Results and Discussion

Table 2. Factor Loading and Reliability

| | Loading ^a | Cronbach's Alpha | Rho_A | Composite Reliability |
|------|----------------------|------------------|-------|-----------------------|
| EP.1 | 0,639 | 0,750 | 0,750 | 0,800 |
| EP.2 | 0,633 | | | |
| EP.3 | 0,672 | | | |
| EP.4 | 0,451 | | | |
| EP.5 | 0,455 | | | |
| EP.6 | 0,413 | | | |
| EP.7 | 0,599 | | | |
| EP.8 | 0,512 | | | |
| EP.9 | 0,618 | | | |

| | Loading α | Cronbach's Alpha | Rho_A | Composite Reliability |
|------|------------------|------------------|-------|-----------------------|
| M.1 | 0,688 | 0,800 | 0,825 | 0,850 |
| M.2 | 0,705 | | | |
| M.3 | 0,747 | | | |
| M.4 | 0,552 | | | |
| M.5 | 0,539 | | | |
| M.6 | 0,401 | | | |
| M.7 | 0,575 | | | |
| M.8 | 0,774 | | | |
| M.9 | 0,499 | | | |
| OC.1 | 0,468 | 0,780 | 0,800 | 0,850 |
| OC.2 | 0,214 | | | |
| OC.3 | 0,645 | | | |
| OC.4 | 0,514 | | | |
| OC.5 | 0,721 | | | |
| OC.6 | 0,574 | | | |
| OC.7 | 0,650 | | | |
| OC.8 | 0,740 | | | |
| OC.9 | 0,736 | | | |
| TL.1 | 0,848 | 0,925 | 0,950 | 0,950 |
| TL.2 | 0,846 | | | |
| TL.3 | 0,791 | | | |
| TL.4 | 0,814 | | | |
| TL.5 | 0,714 | | | |
| TL.6 | 0,733 | | | |
| TL.7 | 0,727 | | | |
| TL.8 | 0,841 | | | |
| TL.9 | 0,819 | | | |

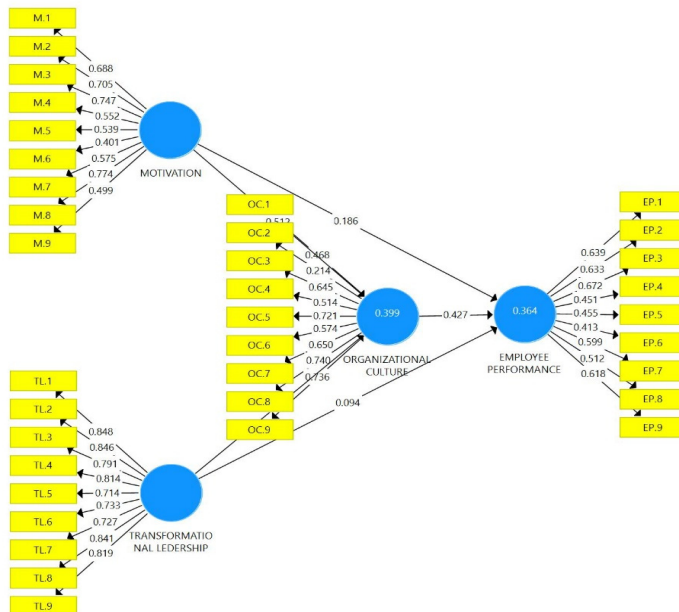


Figure 1. PLS Algorithm

The relationship between indicators in a variable can be shown in Figure 1. Following the existing provisions, an indicator is declared substantial if it has a loading factor above 0.5; therefore, if there is an indicator with a loading factor below 0.5, the indicator will be removed so that the result looks like Figure 2 PLS Algorithm (Modification).

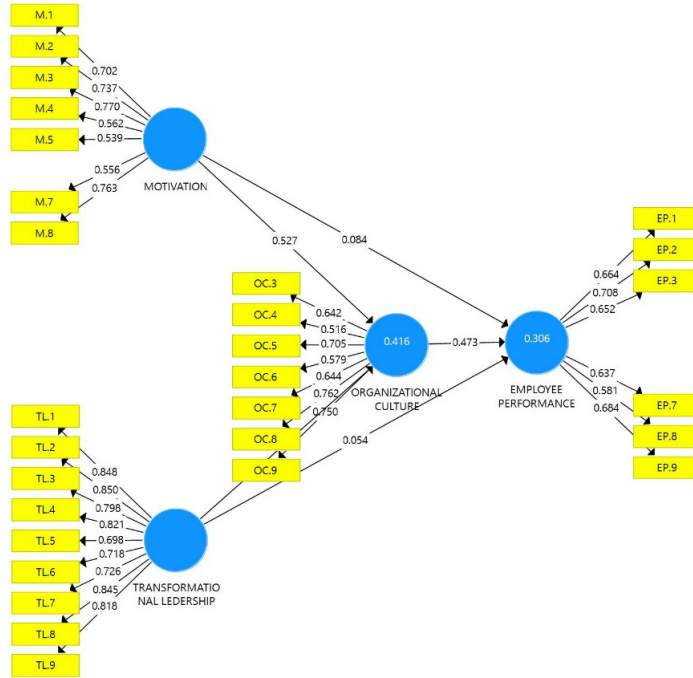


Figure 2. PLS Algorithm (Modification)

After reducing the indicator factors whose values were below 0.5, they were M.6, OC.2, EP.4, EP.5, EP. 6 is no longer used. It can be seen that the change in the motivation value of the loading factor fell to 0.084. In contrast, for employee performance, the value of transformational leadership fell to 0.054, and the value of organizational culture increased to 0.473. A reliability test is done by looking at the indicator block's composite reliability value that measures the construct. The results of the composite reliability will show a good value if it is above 0.7. The following are the composite reliability values for the output:

Table 3. Composite Reliability

| | Composite Reliability |
|-----------------------------|-----------------------|
| Motivation | 0,850 |
| Transformational Leadership | 0,950 |
| Organization Culture | 0,850 |
| Employee Performance | 0,800 |

It can be seen that all variables meet the desired composite reliability value, which is above 0.7, which means that all variables are realistic.

Table 4. Cronbach's Alpha

| | Cronbach's Alpha |
|-----------------------------|------------------|
| Motivation | 0,800 |
| Transformational Leadership | 0,925 |
| Organization Culture | 0,780 |
| Employee Performance | 0,750 |

The recommended value is above 0.6. The table above shows that Cronbach's Alpha $\alpha > 0.6$ with the lowest value of 0.750 means that it meets the desired criteria, which has a good reliability level and tends to be very good.

Table 5. Summary of the structural model

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---|---------------------|-----------------|----------------------------|--------------------------|----------|
| Motivation -> Employee Performance | 0,249 | 0,266 | 0,069 | 3,631 | 0,00 |
| Transformational Leadership -> Employee Performance | 0,110 | 0,110 | 0,043 | 2,552 | 0,011 |

Table 4 shows that the relationship between motivation and employee performance is significant, with T statistic 3,631 (> 1.96). The original sample's estimated value is positive, namely 0.249, which indicates that the relationship between motivation and employee performance is positive. The value obtained is 0.00. Similarly, the relationship between transformational leadership and employee performance is significant, with a T statistic of 2.552 (> 1.96). The original sample's estimated value is positive, namely, 0.110, which shows the positive relationship between motivation and employee performance. The P-value obtained was 0.011 (< 0.05).

The following is a diagram of the statistical T value based on the output with Smart PLS.

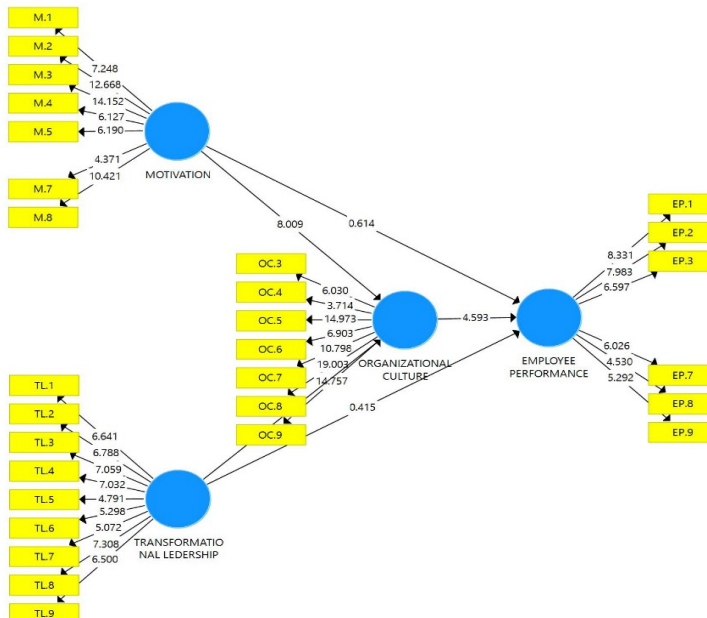


Figure 3. The structural model

Based on the structural model as shown in Figure 3, it can be explained that currently, the M3 (Evaluate work results for improvement) indicator is the best indicator in measuring the level of employee motivation. In contrast, the TM8 indicator (Provide a clear and neat schedule) is the best in measuring Transformational Leadership variables. From the aspect of Organizational Culture, the best indicator for measuring Organizational Culture is OC.8 (Make use of time to work optimally), and related to employee performance, the highest indicator to measure the level of performance is the extent to which EP.1 (Make mistakes in doing office work) occur.

5. Conclusion

Socializing well with colleagues is the dominant indicator for increasing employee motivation. Good communication between colleagues is a dominant indicator of increasing job satisfaction for employees. Enjoying work is a dominant indicator for increasing employee engagement. Working as a team is a dominant indicator in increasing employee engagement among the motives, some variables significantly affect employee engagement and employee performance in government agencies. A clear division of labor can help employees to be more focused on completing their tasks.

Suggestions for companies to pay more attention to employee motivation and support things that can increase employee motivation for good performance, which can improve the company's quality. Good employee performance refers to activities carried out by employees who are informal work and performed by employees at their discretion and are willing to listen to the opinions of other workers. Behavioral leader or supervisor performance is represented by spontaneous behavior and extra roles in the workplace, further divided into positive behavior such as involving teamwork to achieve output. For further research is to use more variables so that the resulting model is more suitable.

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