

Improving Organizational Performance through Transformational Leadership and Organizational Culture: Quality of Work Life as Mediation

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Abstract

This study aims to examine the relationship between transformational leadership and organizational culture on improving organizational performance, and the effect of quality of work life as a mediator. By distributing questionnaires to 203 respondents, data was collected and analyzed using SEM-PLS. The results of the research show that improving organizational performance can be done by applying transformational leadership, implementing organizational culture processes and improving the quality of employee work life. The quality of work life plays an important role in mediating the relationship between transformational leadership and organizational culture on organizational performance. Therefore, organizations must realize the need for a leader who can apply a transformational leadership style because he can make changes, implement organizational cultural processes that are followed by employees (subordinates) according to the vision of the organization, especially in creativity, innovation, and improving the performance of public sector services related directly with the community.

Keywords: *Transformational Leadership, Organizational Culture, Quality of Work Life, Organizational Performance.*

INTRODUCITON

In addition to transformational leadership, organizational culture is also one of the determinants of organizational performance. This influence is demonstrated by empirical research by Yesil & Kaya (2013) & Zhao et al. (2018) proves that organizational culture is able to strengthen organizational performance and, support the organization effectively and contribute directly to improving performance as a set of norms and values shared by members of the organization originating from cross-sectoral sources which will produce a culture in terms of trust and individualism that can affect the behavior of the company's employees report about them, so that corporate culture plays a role in company behavior and company performance.

Besides that, the direct influence of transformational leadership and organizational culture, the character of employee work life can also have an impact on improving employee performance. Although this is not immediately apparent, the quality of these employees' work can

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serve as a mediator between transformational leadership and employee organizational culture (Abu-Jarad et al., 2010). The key to attracting and retaining qualified and motivated employees who can improve the quality of service in healthcare organizations, is a high quality of work life. (Nayak & Sahoo, 2015). In addition, the quality of work life has a direct positive and significant impact on university performance (Agus Purwanto, John Tampil Purba, Innocentius Bernarto, 2021) has a direct positive and significant impact on performance.

This article contains a section that presents the theory and hypotheses, followed by a section that describes the methodology used to derive the results. The following sections describe the discussion of the research, findings and conclusions.

LITERATURE REVIEW

The Influence of Transformational Leadership on Organizational Performance

Leaders who implement a transformational leadership style can build and communicate a vision, encourage members to think of innovative solutions to problems and guide individual guidance to deliver above-standard performance. In practice, team members will put more effort into completing tasks, forming a cohesive and flexible workforce (Prabhu & Srivastava, 2022). The results of transformational leadership studies have a positive and significant impact on organizational performance because leaders actively develop people and inspire followers. Through the use of organizational learning and innovation, transformational leadership has been shown to have a positive and substantial impact on organizational performance (Victor Jesús García-Morales et al., 2012). In line with Toufaili (2017), transformational leaders positively and significantly influence organizational performance by generating greater involvement in the work performed by subordinates, which leads to managerial and organizational performance. Arif & Akram (2018), through the mediation of innovation where the application of style transformational leadership has a significant effect because managers are accommodative, especially in motivating and encouraging employees to be more creative and effective in the success of organizational performance.

Muhammad Ahmad. Ejaz (2019) reveals the paradigm of integrating aspects of transformational and transactional leadership. According to the results, transformational leadership significantly influences organizational performance, especially in the areas of ideational and cognitive stimulation (Sweis, 2019). Empirical research conducted by Abualoush et al. (2018) also confirmed a positive relationship between transformational and transactional and organizational performance, with intellectual capital and creativity functioning as mediators. Effiyanti et al.'s (2021) conducted an empirical study found that transformational leadership has a considerable impact, especially on openness to change. Results-oriented

culture is a mediating mechanism that explains how transformational leadership leads to higher performance in public service organs (Salim & Rajput, 2021), and research on the characteristics of prosocial behavioral intentions influences organizational performance (Chau et al., 2021).

H₁: Transformational leadership can improve organizational performance at UPTD Samsat Jambi Province.

The Effect of Organizational Culture on Organizational Performance

Organizational culture has a significant effect on performance, with organizational culture process factors being able to influence performance in practice (Abu-Jarad et al., 2010), according to empirical research conducted by F, Latif. M (2001). Gaziantep, Turkey is a study focused on the relationship between corporate culture and success (Yesil & Kaya, 2013). In addition, corporate culture helps ensure organizational success. As reported by several authors (Zhao et al., 2018). Organizational culture with innovative strategies in sharing knowledge directly contributes to improving organizational performance, as shown by several research bodies that support knowledge sharing activities to improve organizational performance and innovation.

The beneficial and sizeable direct effect of organizational culture on organizational performance was also studied by Oyemomi et al. (2019). His research shows the contribution of organizational culture and innovative knowledge sharing strategies to improve organizational performance, especially in achieving competitive advantage. The conceptual framework of organizational culture can create and develop organizations, according to Aryani & Widodo (2020). The findings of organizational culture research have a positive and significant effect on company performance, both directly and indirectly (Upadhyay & Kumar, 2020a).

H₂: Organizational Culture can improve organizational performance at UPTD Samsat Jambi Province.

The Effect of Quality of Work Life on Organizational Performance

There is a significant impact between the quality of work life and organizational performance (Al-Shawabkeh & Hijjawi, 2018). Nayak & Sahoo (2015) found that the quality movement in health care increases when the quality of employees' work life increases, resulting in higher performance. Leito et al. (2019) examined the relationship between employees' perceptions of their contribution to organizational performance and their work-life characteristics. The finding that employees are supported by superiors who are willing to listen to their concerns and workers feel accepted, integrated into a proper work environment, and respected as professionals and human beings has a positive impact on their organizational feelings and performance. In line with research by Astuti & Soliha (2021) showing that the quality of

work life has a positive and significant effect on organizational performance, especially in terms of social responsibility, this is supported by Bu et al. (2022) which states that planned social responsibility (CSR) will improve the economic performance of the organization by helping employees' social responsibility lead to situations that are mutually beneficial for the organization.

H₃: Quality of work life can improve organizational performance at UPTD Samsat Jambi Province

The Influence of Transformational Leadership on the Quality of Work Life

The relationship between transformative style and satisfaction in one's job has been the subject of much research. Transformational leadership defines the impact leaders have on their subordinates, including how subordinates are motivated to go beyond what is expected of them. Transformational leadership requires a clear interpretation of the organization's vision so that followers can accept the credibility of the leader (Decker, 2018; Robbins & Hakim, 2015).

Research shows that company management can have a significant impact on employee satisfaction with their work life by implementing quality of life initiatives (Zulkarnain & Manurung, 2020), with the dimension of quality of work life namely improving employee performance in terms of providing adequate and fair compensation, in order to improve employee performance (Zulkarnain & Manurung, 2020). Moestain et al., (2020) and Suratno et al., (2018), as well as similar research by Agus Purwanto, John Tampil Purba, and Innocentius Bernardo (2021), found that transformational leadership influences the quality of work life of employees both directly and indirectly. direct. Speed of change and quality of life in the workplace benefit from transformative leadership (Kim et al., 2021).

H₄: Transformational leadership can improve the quality of work life at UPTD Samsat Jambi Province.

The Effect of Organizational Culture on the Quality of Work Life

(Daft & Armstrong, 2012) stated that the values, norms, and beliefs that govern the shared understanding of members of an organization consist of its culture. This integration follows the inseparable principles of public management and is subject to public scrutiny for improvement as a continuum of performance from public management, with factors affecting performance resulting from the quality of individual work life in organizations where organizational culture is ingrained. (Heslop, 2011). Testing the sub-hypotheses of Zanganeh & Aghaei (2013) research on the relationship between organizational culture and quality of work life found a positive correlation between organizational culture and quality of work life on factors such as fair and adequate pay, a safe and healthy workplace, providing growth opportunities and sustainable security, organizational legalism, and social cohesion. in the workplace, the environment as a

whole, social cohesion in work life and providing opportunities for sustainable growth and security).

Because developing the right organizational culture can ensure a high quality of work life, and improve the quality and productivity of academic services, Hamidi et al. (2016) concluded that modifications to organizational culture and its components are necessary to improve the quality of work life. Iqbal et al. (2019) found that in private institutions, organizational culture significantly influences how happy workers are with their jobs. Organizational culture studied by Paz et al. (2020), and their results show that bureaucratic culture, along with all other types of culture, has a significant mediating effect between the variables of quality of work life and personal organizational well-being. However, no moderating effect relationship was found. Empirical evidence from model tests suggests that organizational cultural characteristics should be considered when designing interventions related to quality of work life and organizational personal well-being, as some may be more applicable to certain cultures than others. Based on Tabitha et al. (2021), organizational performance increases when the quality of work life mediates the relationship between organizational culture and employee performance. But according to Jeonghwa's (2021) research, the underlying ethos of companies has a significant impact on employees' satisfaction with their lives outside of work.

H₅: Organizational Culture can improve the quality of work life at UPTD Samsat Jambi Province.

Mediation Relationships: Quality of Work Life Mediating Transformational Leadership on Organizational Performance

Transformational leadership is significantly influenced by the role of work-life balance as a mediating variable. Factors at play here include employees' ability to make decisions, their access to information, responsiveness of management, availability of flexible schedule options, quality of services provided, workplace safety, and quality of life outside of work. (Abdulla Abudl Habib & Al-Dhaafri, 2018; Verma, 2015). As a result, transformational leadership not only improves individual performance in organizations but can also create overall positive change, care for one another, and build teamwork. (Warilow., 2012), and change is implemented through organization and strategy (Geib & Swenson, 2013).

Apart from the complex and unpredictable interaction of many factors, performance reflects a state of competitiveness achieved through high levels of efficiency and productivity (Luiza & Maria Dragomir, 2015). Management must provide the resources needed to improve staff QWL. This improves quality and productivity, encourages worker participation, and lowers barriers to entry (Bora et al., 2015). Transformational leadership has a significant impact on innovative work behavior, but has no significant impact on or related to organizational (university) performance, according to research by Agus Purwanto, John Tampil Purba, and Innocentius Bernardo (2021). This

study looks at the direct and indirect effects of these factors on organizational (university) performance.

H₆: Transformational leadership can improve organizational performance through the quality of work life at UPTD Samsat Jambi Province.

Mediation Relationship: Quality of Work Life Mediates Organizational Culture on Organizational Performance

The nature of the work, apart from stimulating opportunities and colleagues; employee skill level and independence; difficulties related to job security and stress; management and supervisory style; the physical environment of the workplace; sense of safety and security of employees; work schedule; and that work (Donnelly et al., 2012) (Wyatt & Wah, 2001). Application of cultural development that emphasizes external orientation and flexibility. Managers implement innovative strategies to achieve long-term goals oriented towards efficiency or group culture apply transformational leadership.

Organizational performance limits the ability to plan achievements as a measurable component of employee performance (Kathimba et al., 2018). Organizational culture, as a value system shared by all employees, is an invisible force, playing an important role in directing strategy, guiding the organization in achieving goals through generally accepted norms and rules, to be able to drive internal energy and provide motivation and satisfaction for all employees (Mioara & Troi, 2019). Efficient companies can convey their ideal values and standards to workers through improving the quality of their work environment. As a result, employees are prepared for any situation, driven to give their best, and confident that their efforts will be recognized and rewarded if they act in accordance with their core values.

H₇: The role of quality of work life in mediating Organizational Culture can improve organizational performance at UPTD Samsat Jambi Province.

METHOD

This study used a quantitative research approach with an explanatory survey method. Data collection used a Likert 5 scale questionnaire distributed to respondents who were UPTD Samsat Jambi Province employees in 10 districts/cities. The research population was all employees at UPTD Samsat Jambi Province, totaling 410 employees. A total of 203 employees were randomly selected as the sample in this study using Slovin. The application of transformational leadership style is measured using 5 dimensions (Rafferty & Griffin, 2004), organizational culture using 4 dimensions (Boon & Arumugam, 2006), quality of work life using 7 dimensions (Diana, 2022) and organizational performance 4 dimensions (PP No. 30 year 2019). Figure 1 below describes the research model.

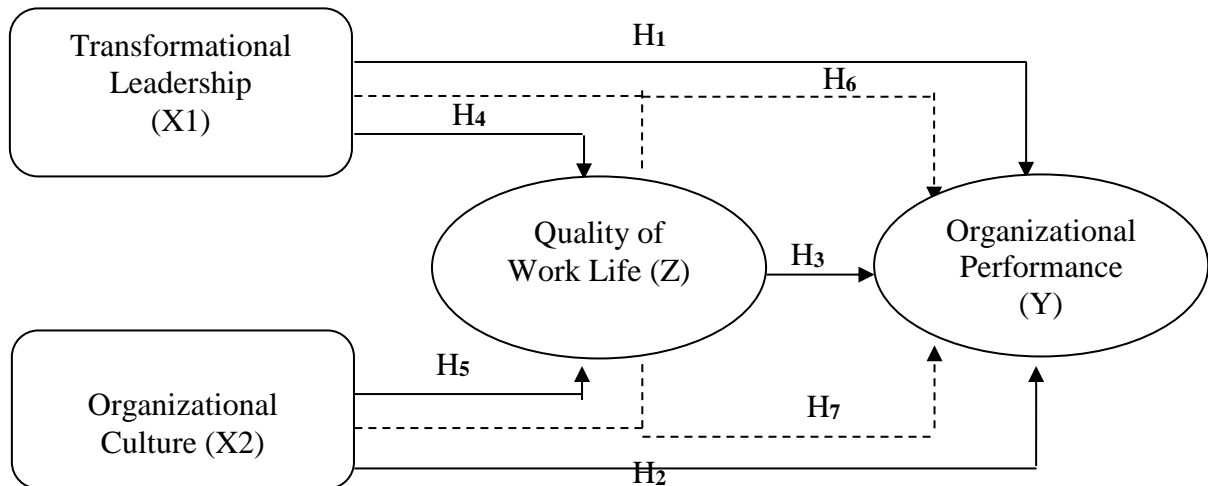


Figure 1. Research Model

RESULT AND DISCUSSION

The characteristics of the 203 respondents in this study can be seen in table 1 below:

Table 1. Characteristics of Respondents

Characteristics	Classification	Frequency	Total	Percentage
Gender	Male	126	203	62%
	Female	77	203	38%
Age	21-30 year	41	203	20%
	31-40 year	87	203	43%
	41-50 year	55	203	27%
	>50 year	20	203	10%
Level of education	Middle School	5	203	2.46%
	High School	67	203	33.00%
	Diploma 3	16	203	7.88%
	Bachelor	98	203	48.28%
	Postgraduate	17	203	8.38%
Long time joined the organization	1-5 year	111	203	54.67%
	6-10 year	65	203	32.02%
	11-20 year	22	203	10.84%
	>20 year	5	203	2.47%
Origin Agency Rank	II	20	203	9.85%
	III	152	203	74.88%
	IV	21	203	10.34%
	Other	10	203	4.93%
Class	II/a	1	203	0.49%
	II/b	6	203	2.96%
	II/c	4	203	1.97%
	II/d	10	203	4.92%
	III/a	24	203	11.82%
	III/b	45	203	22.17%
	III/c	28	203	13.79%
	III/d	64	203	31.53%
	IV/a	20	203	9.85%

Characteristics	Classification	Frequency	Total	Percentage
	IV/b	1	203	0.49%

Based on table 1, the characteristics of the respondents are dominated by male sex (62%), age 31-40 years (43%), undergraduate education level (48.28%), joining organizations in organizations between 1-5 years (54.67%), Rank III (74.88%) and Group III/d (31.53%). Descriptive statistics for each variable are shown in Table 2 below:

Table 2. Descriptive Research Variables

Variable	Mean
Transformational leadership	4.14
Organizational culture	4.29
Quality of work life	3.95
Organizational appearance	4.11

Source: Data proceed

Table 1 shows that each variable is included in the pretty good, good and very good categories. Next, the model measurement test determines the relationship between the latent variables and the corresponding indicators. Based on the initial model test, the majority of the four (four) variable indicators show a strong relationship. This is reflected in the value of the loading factor which is considered significant if greater than 0.6 is considered significant. However, based on the results of the initial analysis of the loading factor measurement data, there is a loading factor value (<) of 0.6, namely indicators BO_13 (0.453), BO_44 (0.454), K3_13 (0.428), K3_43 (0.363), K3_52 (0.412), KO_32 (0.517), KO_42 (0.530) and KT_41 (0.464) are smaller (<) than 0.6, so 8 (eight) indicators were excluded from the model. Furthermore, data processing is carried out after loading factors below 0.6 are excluded. Based on the results of the 2nd (two) factor loading measurements, the overall factor loading value is significant because the score is greater (>) than 0.6. The results of the validity test can be seen in Table 3 as follows:

Table 3. Reliability and Validity Constructs

Variable	Alfa Cronbach	rho_A	Composite Reliability	(AVE)
Organizational culture	0.874	0.878	0.895	0.681
Transformational leadership	0.866	0.875	0.887	0.662
Organizational appearance	0.844	0.873	0.875	0.745
Quality of Work Life	0.927	0.930	0.936	0.653

Source: data proceed

Based on Table 2, Cronbach's Alpha analysis of all variables shows the results of the accuracy and reliability of all variables, where the score is more than 0.7. Likewise, the Analysis of Average Variance Extracted (AVE) shows that the variable is stated to fulfill validity where the score is more than 0.5. So it can be concluded from the output results that all constructs meet the validity criteria, and all are declared valid (Ghozali, 2016). Finally, the results of Cronbach's Alpha and

Composite Reliability scores show that these variables are declared reliable, where the score is more than 0.7, it can be said that all variables have been declared reliable.

Structural Model Testing (Inner Model)

The purpose of testing structural models is to make conclusions about the relationship (cause and effect) between latent variables or between latent variables and variables/models that can be measured explicitly. Table 4 displays the results of the determination test (analysis of variance, R2) to determine whether one variable causes another variable or not.

Table 4. Coefficient of Determination

Variable	R square	R Square Customized
Organizational Performance	0.443	0.426
Quality of Work Life	0.474	0.463

Source: Processed data, 2023

The results of the organizational performance determination test (R2) shown in Table 3 show the value of R2 and R2 Adjusted organizational performance 0.443 and 0.426 > 0.50, with the criterion 0.3 classified as moderate meaning that transformational leadership, organizational culture, and quality of work life can contribute or influence of 44 percent, and this research model is strong. The variable quality of work life has an R2 and R2 Adjusted value of 0.474 and 0.463 > 0.50, with a criterion of 0.3 classified as moderate, meaning that transformational leadership and organizational culture can contribute or influence by 47 percent, and this research model is robust. The results of the analysis concluded that the conditions in the field supported the research model. Because the research model is valid and reliable as well as the fit model.

Table 4. Path Coefficient Analysis Results

Hypothesis	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value	Result
Transformational Leadership -> Organizational Performance	0.526	0.538	0.071	5.038	0.002	Accepted
Organizational Culture -> Organizational Performance	0.464	0.497	0.125	3.313	0.012	Accepted
Quality of Work Life -> Organizational Performance	0.675	0.712	0.095	7.142	0.000	Accepted
Transformational Leadership -> Quality of Work Life	0.493	0.491	0.061	2.440	0.015	Accepted
Organizational Culture -> Quality of Work Life	0.476	0.510	0.116	2.020	0.044	Accepted

Hypothesis	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P value	Result
Organizational Culture -> Quality of Work Life -> Organizational Performance	0.454	0.494	0.098	9.712	0.000	Accepted
Transformational Leadership -> Quality of Work Life-> Organizational Performance	0.665	0.677	0.122	2.183	0.030	Accepted

Source: Processed Primary Data, 2023

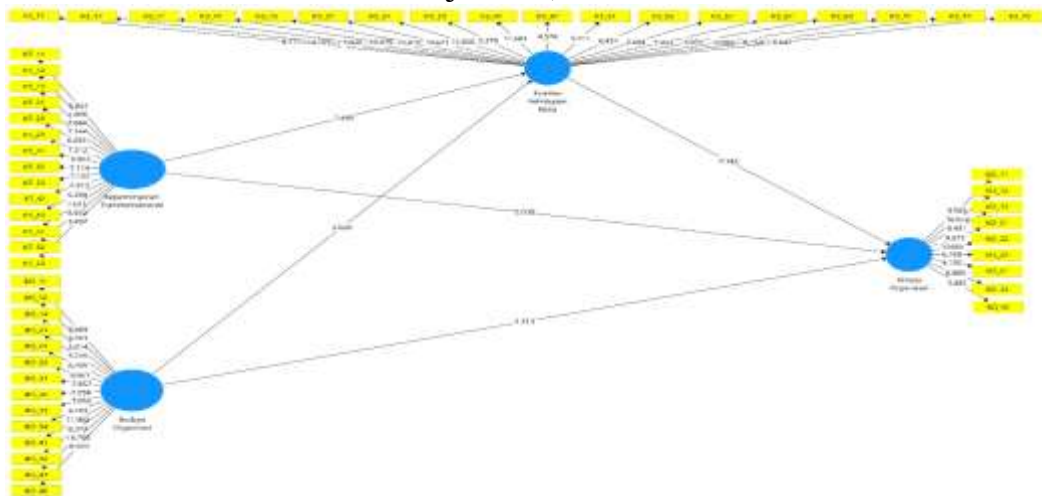


Figure 2. Bootstrap

Based on Table 4 it can be seen that all the hypotheses tested in this study were accepted. All hypotheses tested have a positive and significant effect.

Transformational leadership affects organizational performance. The output path coefficient results for H1 show that the calculated t value of the construct is 5.038 and has a significance of 0.002. Arif & Akram (2018), Ahmad and Muhammad all found something similar. Transformational leadership has proven to have a significant effect on organizational performance, as stated by Ejaz (2019), Sweden (2019), Alrowwad et al. (2020) and Chau et al. (2021). Workplace culture affects productivity. The output path coefficient for H2 produces a value of 3.013 at a significance level of 0.012. This finding is in line with the study by Zhao et al. (2018) and Upadhyay & Kumar (2020b) who demonstrated the positive impact of organizational culture on organizational performance by enhancing employee experience at work.

Business efficiency can be affected by the happiness of its employees at work. The output route coefficient for H3 shows a value of 7.142 and a significance level of 0.000 for the construct. Employee productivity increases when they feel valued at work (Leitão et al., 2019). This study agrees with other studies by Islam & Siengthai (2009), Panci & Koningsveld (2009), Nayak & Sahoo (2015), Leitão et al.

(2019) Astuti & Soliha (2021), Bu et al. (2022), which shows how a positive work environment can be.

Transformational leadership affects the quality of work life. This is indicated by the results of the H4 output path coefficient showing the t value of the Transformational Leadership construct of 2.440 and a significance of 0.015. The strategy applied by transformational leadership can create a good quality of work life through a vision that is aligned with organizational goals so that employees have guidelines in carrying out activities at UPTD Samsat. The effect of transformational leadership on the quality of work life is in line with research from Zulkarnain & Manurung (2020), Suratno et al. (2018) and Kim et al. (2021).

Organizational culture affects the quality of work life. The output path coefficient results for H5 show the calculated t value of the construct of 2.020 and a significance of 0.044. This research is in line with research on Zanganeh & Aghaei (2013). Improving working conditions requires changing corporate culture and related factors, as discussed by Hamidi et al. (2016). According to research by Paz et al. (2020), any culture serves as a powerful mediator between various factors that contribute to a fulfilling work life.

Organizational performance depends on management capabilities and employee involvement in achieving organizational goals (DOVAL, 2020). Transformational leadership that can manage employee involvement as followers to create change can improve organizational performance. Transformational leaders have tremendous influence and can inspire their followers to continue to grow (Robbins & Hakim, 2015) (Robbins & Hakim, 2015). Transformational leadership at the UPTD Samsat can improve employee performance because leaders can provide a good quality of work life so that employees who are involved in achieving organizational goals can improve their performance. Based on the output path coefficient, H6 has a calculated t construct value of 2.182 with a significance level of 0.030. These findings indicate that transformational leadership and organizational performance can be linked through a mediating factor, quality of life at work.

The satisfaction employees feel in their jobs is one of the ways in which organizational culture influences productivity. The t calculated construct value for the H7 output path coefficient is 9.172, with a significance of 0.000. These findings indicate that quality of life at work can moderate the effect of corporate culture on performance.

When an organization faces adversity, its culture is more important than ever (Deal & Kennedy, 2000). A high quality of life at work can help strengthen company culture, which in turn increases productivity. Consistent with the findings of Buschgens et al. (2013). By emphasizing openness to new experiences and encouraging experimentation, a thriving culture can increase productivity in the workplace (Mioara & Troi, 2019). Organizational culture is a value system that becomes a force for achieving performance through driving internal energy and motivating and providing satisfaction in order to

improve the quality of work life of employees and provide opportunities for employees to play a role in determining the way work and performance contribute.

CONCLUSION

This study suggests the results of the variables transformational leadership, organizational culture, quality of work life which can improve organizational performance significantly. The results of the analysis show that transformational leadership, organizational culture and quality of work life can improve organizational performance, while the mediating effect of quality of work life is able to mediate between transformational leadership and organizational culture on performance. The results of this study are in line with Chau et. Al (2021), Upadhyay & Kumar (2020b) and Leitão et al. (2019). This finding also indicates that as a leader with a transformational type with the ability to influence and motivate subordinates can keep the organizational culture running well. In addition, the quality of employee work life is also continuously improved so that the organizational performance that has been well achieved can continue to be sustainable. UPTD Samsat is an agency consisting of various backgrounds. Transformational leadership style needs to be determined because transformational leaders have the ability to influence subordinates and good communication. Differences in employee backgrounds can of course be overcome by the ability of this type of leader so that employees can jointly achieve the desired productivity and realize the organization's vision.

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