



**The Influence of Transformational Leadership and Organizational Culture on
Performance with Job Satisfaction Mediation**

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ABSTRACT

As a modern organization, every organization, both government and private, is required to adapt as soon as possible to the changes that occur in the organizational environment. This is an influence brought about by the era of globalization supported also by the rapid progress of technology. No exception in public organizations also adaptation to environmental changes is absolutely necessary. Whether

or not a public organization excels in the arena of competition depends on how the organization is able to adapt to changes and produce performance in accordance with community expectations.

This Study Aims To Measure The Effect Of Transformational Leadership And Organizational Culture On Performance With Mediation Of Work Satisfaction In The State Institute For Islamic Studies Jember Employees.

The research method used in this research is quantitative, with primary and secondary data sources. The data collection techniques using questionnaires, documentation, and observation. The questionnaire in this study uses a rating scale. The data analysis technique used in this study is the SEM (Structural Equation Model) method.

The results of this study indicate that, transformative leadership, organizational culture and job satisfaction have a positive effect on employee performance at The State Institute For Islamic Studies Jember.

Keywords: Transformational Leadership, Organizational Culture, Job Satisfaction

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Introduction

Each organization is required to immediately adapt themselves to changes that occur in the organizational environment. This is an influence brought about by the era of globalization supported also by the rapid progress of technology. To that end, the Organization can increase Human Resources to create competitive advantage. Deddy Mulyadi (2005) states that the apparatus is a major factor in realizing the quality of public organizations, they are vital elements in realizing the performance of public organizations.

Apparatus resources in a public organization need to be equipped with a variety of knowledge and capacities that support the implementation of their duties and responsibilities. In addition, encouragement should also be given in the effort to achieve common goals. Nevertheless, the existence of other elements besides the apparatus also contributes to the determining factor to achieve an effective goal.

Ravianto in Husein (2015) mentions factors that affect employee performance including job satisfaction, education and training, discipline, work attitudes and activities, motivation, years of service, nutrition and health, income levels, social security, work environment, technology and production facilities, employment opportunities, characteristics, intelligence and the need for achievement. These factors affect the employee in carrying out the tasks given to him so that the end result is the performance of the employee itself. So that the performance of employees is shown well, then the effectiveness of the role of a leader is needed. The quality of leaders is often regarded as the most important factor that determines the success or failure of an organization.

Transformational leadership is one of the many models of leadership, which, according to Tracey and Hinkin (1998), is a process of increasing mutual leadership and followers to a higher level of morality and motivation. Transformational leaders are leaders who inspire their followers to put aside their personal interests for the good of the organization and they are able to have an extraordinary influence on their followers. They pay attention to the self-development needs of their followers, change followers' awareness of existing issues by helping others see old problems in new ways, and are able to please and inspire followers to work hard to achieve common goals (Robbins and Judge, 2008: 90).

The capacity of each employee differs from one another, and that potential can be developed and directed. The amount of capacity is usually greater than the apparent ability (achievement) that is seen. In this case it is the duty of the leaders of the agencies to explore, channel and develop the capacity of their employees in the context of improving performance.

In addition, organizational culture is able to create a level of motivation for employees to provide the best ability to take advantage of the opportunities provided by the organization. A culture that grows to be strong is able to drive the organization to a better direction (Robbins, 2006).

Organizational culture (corporate culture) is often interpreted as symbol values that are understood and adhered to together, owned by an organization so that members of the



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organization feel one family and create a condition that members of the organization feel different from other organizations (Waridin and Masrurukhin, 2006). The shared culture is expected to make employees feel comfortable working, have loyalty and give satisfaction to the work of employees so that they will always show their best performance.

Job satisfaction is a positive feeling about one's work that is the result of an evaluation of its characteristics (Robbins and Judge, 2008: 107). According to Luthans (2006: 243), there are five dimensions of job satisfaction, namely: payment, work itself, promotion opportunities, supervisors, and coworkers. Hughes et al. (2012: 337) states that job satisfaction is related to one's attitude about work, and there are several reasons that make job satisfaction an important concept for leaders.

The State Institute For Islamic Studies Jember as one of the religious universities in Jember, is an educational institution consisting of members of the organization, namely the Chancellor, structural officials, teaching staff, and education staff as well as students. The organizational components are interrelated and support each other in carrying out educational activities in order to provide the best service for the community. If all components of the organization can be united, it is expected that the output produced will have high competitiveness.

METHOD

The research design provides meanings and meanings that are useful in solving problems. The research design is the entire process needed in planning and conducting research. (Dimiyati, 2009: 75) The data that has been collected are classified and then processed for use in providing answers to hypotheses that have been formulated previously. (Kerlinger, 1993: 532) so that it can be said that the research design is a plan and structure arranged in such a way that the researcher can obtain answers to his research questions.

This study uses causality research design that aims to understand the variables that influence (independent) and variables that are the result (dependent) and determine the nature of the independent variable and the expected influence. Research data collection was carried out using a questionnaire to determine the relationship and influence of transformational leadership variables, organizational culture, on performance mediated by the variable job satisfaction of The State Institute For Islamic Studies Jember employees.

Data collection instruments in this study used a questionnaire. The questionnaire will be distributed to respondents, namely The State Institute For Islamic Studies Jember employees who have met the criteria to get answers to the questions asked. The questionnaire in this study uses a rating scale. A rating scale is a set of answer choices where respondents are asked to use it to indicate a response or attitude.

This research was conducted at The State Institute For Islamic Studies Jember by taking the subject of the employees who worked there both civil servants, or contract employees. This research is planned to be conducted in odd semester 2019/2020.



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No	Research Variable	Research Indicator	Literature	Measurement
1	Transformational Leadership	1. Idealized influence ($X_{1.1}$) 2. Inspirational motivation ($X_{1.2}$) 3. Intellectual Stimulation ($X_{1.3}$) 4. Individual Consideration ($X_{1.4}$)	Robbins and Judge (2008)	Likert Scale
2	(X1)	1. 1. Organizational Culture as a differentiator ($X_{2.1}$) 2. 2. Organizational Culture carries a sense of organizational identity ($X_{2.2}$) 3. 3. Organizational Culture facilitates commitment ($X_{2.3}$) 4. 4. Organizational Culture is a social glue ($X_{2.4}$) 5. 5. Organizational Culture forms attitudes ($X_{2.5}$)	Robbins and Judge (1996)	Likert Scale
3	Organizational Culture (X2)	1. Pay ($Y_{1.1}$) 2. Job ($Y_{1.2}$) 3. Promotion Opportunities ($Y_{1.3}$) 4. Supervisor ($Y_{1.4}$) 5. Co-Workers ($Y_{1.5}$)	Luthans (2006)	Likert Scale
4	Job Satisfaction (Y1)	1. Organizational Culture as a differentiator ($X_{2.1}$) 2. Organizational Culture carries a sense of organizational identity ($X_{2.2}$) 3. Organizational Culture facilitates commitment ($X_{2.3}$) 4. Organizational Culture is a social glue ($X_{2.4}$) 5. Organizational Culture forms attitudes ($X_{2.5}$)	Robbins and Judge (2006)	Likert Scale



Based on several literature studies and the results of the empirical studies described above, the following research models can be arranged:

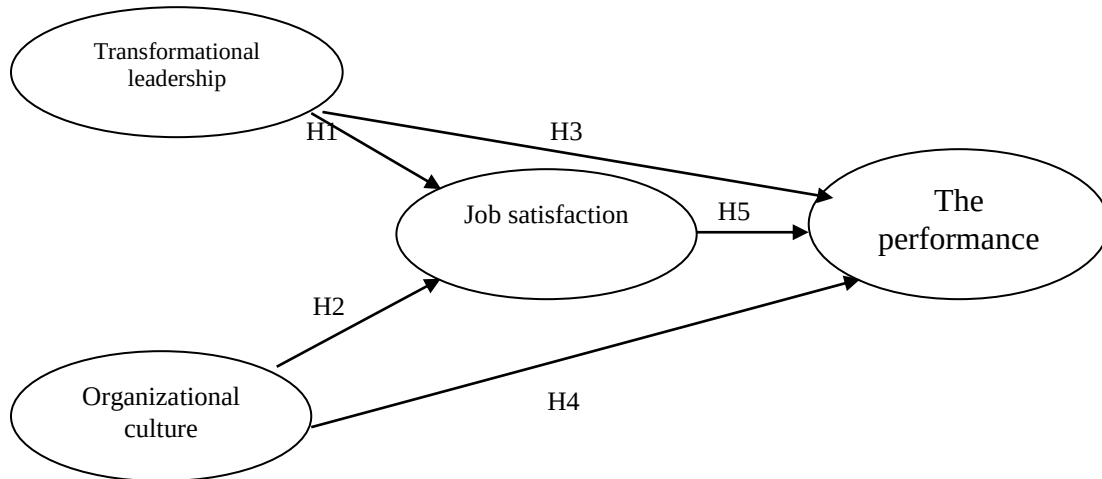


Figure 1.4. Research Conceptual Framework

One method of statistical analysis used in inferential statistics is the SEM (Structural Equation Model). According to Ferdinand (2002: 70), SEM is a data analysis tool or technique that consists of two basic stages, namely the measurement model stage and the structural equation model stage.

RESULT

Respondents in this study were The State Institute For Islamic Studies employees, totaling 100 respondents. Characteristics of respondents in this study, namely based on age, sex, length of work and last education. The pre-research results show that in the past 3 years the The State Institute For Islamic Studies Jember experienced a significant increase in the number of students. The following is a picture of the condition.

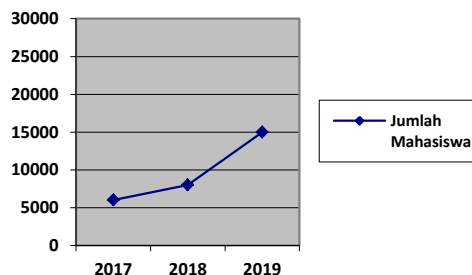


Figure 1.1. Number of The State Institute For Islamic Studies Jember Students
(Source: Academic and Alumni Subdivision of The State Institute For Islamic Studies Jember, 2019)



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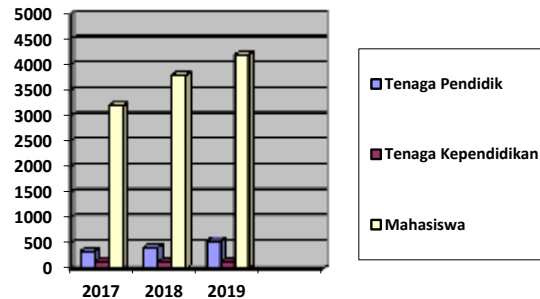


Figure 1.2. Number of The State Institute For Islamic Studies Academic Community Members Jember

(Source: The State Institute For Islamic Studies Jember, 2019)

In 2017 the number of The State Institute For Islamic Studies Jember students was 7,027 people, in 2018 it would be 9,834 people, and in 2019 it would be 14,786. The increase in the number of students and the increase in new study programs were accompanied by an increase in the number of lecturers / educators both from the recruitment selection for prospective new civil servants, employee mutations and the addition of permanent lecturers not the State Civil Apparatus and Extraordinary Lecturers. In 2017, the number of educators both from the State Civil Apparatus and not the State Civil Apparatus 364 people, in 2018 to 377 people and in 2019 as many as 459 people. The increase in these two components is not offset by an increase in the number of education personnel, which each year is relatively stable, ranging from 145 to 150 people. Not to mention if the number of educational staff is reduced by employees who are transferred to teaching staff. This makes the workload of the teaching workforce excessive because of the increasing number of students and the number of teaching staff, so that if this is sustainable it will cause fatigue which results in a decrease in service quality. It was also found that inequality of workload borne by education personnel and urgent work demands can also trigger employee job dissatisfaction because of the uneven workload carried out, ultimately this will impact on employee performance.

Table 1.3 Performance Assessment for The State Institute For Islamic Studies Jember Employees in 2018

No	Score	Criteria	Total
1	91- and above	Very good	117
2	76-90	Well	299
3	61-75	Enough	72
4	51-60	Less	2
5	50- down	Bad	0
Total			490

(Source: Personnel Subdivision The State Institute For Islamic Studies Jember, 2019)



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In the table above it can be seen that there are 117 employees who have Very Good performance scores, 299 people who get Good Performance scores, then there are 72 people who get Fair Performance scores, and only 2 people who get Performance scores in the Less category. While in the Bad category there is no or empty.

There are 72 employees out of 490 employees who get performance scores. It means that 14 percent of employees have below-standard performance and should receive special attention from the leadership so that their performance does not interfere with the achievement of organizational performance.

Employee performance in implementation can be influenced by several factors. According to Wirawan (2009: 6) these factors are organizational internal environmental factors, external environmental factors and employee internal factors. Things that come into the organization's internal environmental factors include support from the workplace of employees in carrying out their duties which will later affect the resulting performance for example, organizational culture, leadership, compensation systems, working climate, and management systems. The factors that will be used in this study are organizational culture and leadership factors.

In the context of transferring status to State Islamic University, the leadership at The State Institute For Islamic Studies Jember Jember implemented a strategy in producing various excellent programs. The results of an interview with the Vice Chancellor for Academic Affairs, on 11 November 2019 about the strategy carried out by the leadership in the framework of the The State Institute For Islamic Studies Jember transformation process.

According to Deputy Chancellor I, the strategy that brought The State Institute For Islamic Studies Jember was growing even as a foundation to accelerate the transfer of status from The State Institute For Islamic Studies Jember to State Islamic University Jember, the implementation was: encouraging as many scientific publications as possible, state civil apparatus permanent lecturer acceptance program, non state civil apparatus permanent lecturer acceptance, recruitment of employees or Mutation Lecturers, provide funding and support for lecturers who take the Doctoral program (S3), provide support and licensing to lecturers and staff to continue their studies to a higher level, giving additional tasks to lecturers who have completed their S3 studies, motivating lecturers to immediately get promoted by taking part in the Post Doctoral Program for all Lecturers who are Doctors and provide motivation and full support to lecturers who are doctorates to immediately advance to become professors. Most of the emphasis is on improving the quality of human resources because The State Institute For Islamic Studies Jember has the task of printing human resources as the next generation of people who are religious, intelligent and independent.

Based on the results of interviews with the Vice Chancellor I above, leadership at The State Institute For Islamic Studies Jember is transformational leadership that is very in line with the process of organizational transformation that is being carried out, namely the effort to change status to State Islamic University Jember.



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The next factor is the organizational culture at The State Institute For Islamic Studies Jember which has been instilled since the establishment of The State Institute For Islamic Studies Jember. The culture is related to Islamic culture, academic culture and local culture.

The culture of this organization is to differentiate it from other tertiary institutions by presenting routines and rhythms such as: as a college committed to the Islamic archipelago, the competitiveness strategy appears in the Santri Day celebrations, recitation of the Prophet's blessings sung by the The State Institute For Islamic Studies Jember Student Choir in each event, traditional religious dances in every event, national anthem and Santri songs in every event.

According to Martoyo, Deputy Dean III of the Sharia Faculty, the academic culture at The State Institute For Islamic Studies Jember is in the form of organic intellectuals, intellectuals who have autonomy, are independent and cannot be swayed. So academics must be the engine of change. The driving force of enlightenment, the motor of marginalization of the community, so that achievements are highlighted. So here, The State Institute For Islamic Studies Jember prioritizes the quality of competition culture, healthy competence and prioritizes unity. Can compete but must be polite and dignified. Besides that the academic culture that is familiar among students is the culture of academics which consists of 3 indicators: like to read, like to discuss, like to write, and like research. Can be seen in daily activities. For example holding seminars by student activity unit, music development culture, self-defense in student activity unit (interview on November 8, 2019)

Other innovations on the internalization of the nationalism-based Islamic values of Nusantara as The State Institute For Islamic Studies Jember Vision into various activities. The State Institute For Islamic Studies Jember vision is to become a Center for the Study and Development of Archipelago Islam on an international scale. To reach these big goals, The State Institute For Islamic Studies Jember requires and instructs the entire academic community of The State Institute For Islamic Studies Jember to carry out various activities in the nuances of Nusantara Islam. There are a number of things done by The State Institute For Islamic Studies Jember in internalizing Islamic Nusantara values into various The State Institute For Islamic Studies Jember activities, namely: Nusantara Islam became a compulsory subject that must be taken by all The State Institute For Islamic Studies Jember students, the seminars held were inseparable with the theme of Islamic Nusantara and national seminars, National Santri Day activities as a moment of strengthening the values of the Archipelago Islam and each faculty and units carry out activities in the process of internalizing the values of the Archipelago Islam.

In order to build solidity based on enlivening the local wisdom culture, a program laden with respect for local culture and customs, and as a form of implementation in building a conducive campus environment between leaders, lecturers, employees and students is a routine activity organized by The State Institute For Islamic Studies Jember, namely: carry out physical health programs every Friday, silaturahmi held every faculty every month of Ramadan, The State Institute For Islamic Studies Jember birthday celebration, a joint open program that is held every month of Ramadan, halal bihalal which is held every post Idulul Fitri Eid holidays,



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ceremonies every 17 th of each month, culture of tasyakuran , a culture of shaking hands by shaking hands and smiling when meeting both leaders, lecturers, employees, employees and students.

Thus based on the description above it can be conveyed interesting things according to the author about The State Institute For Islamic Studies Jember so that it is used as a place for research, including the process of organizational change / transformation that is being fought very quickly, because recently in 2015 changed the status of the Islamic College to become an Institute Jember Islamic religion, in line with the characteristics of the leaders in The State Institute For Islamic Studies Jember, transformed to want changes to be made in a quick time, did not hesitate to go straight down, and also the Islamic culture that was applied in everyday life. These things are interesting to study because of the complexity of the variables that are the cause, which is not always a problem, there may be other problems that may have a greater effect. These issues will be examined in relation to transformational leadership, organizational culture, job satisfaction and performance. This study will examine and analyze the direct influence of transformational leadership on performance, the direct influence of organizational culture on performance, and the indirect effect of transformational leadership, organizational culture, on performance mediated by job satisfaction of The State Institute For Islamic Studies Jember employees.

DISCUSSION

Testing on SEM models aims to see the suitability of the model, the results of testing the suitability of the model in this study are presented in the table below. Based on the table, it can be seen that from the eight criteria used to assess whether or not a model has been met. So it can be stated that the model is acceptable which means there is a compatibility of the model with the data.

Table 5.11 SEM Compliance Index

Criteria	Value Cut Off	Testing Results	Remarks
Chi Square	Expected to be smaller than X^2 at $df = 35$ (49,802)	79,368	Good
Sig. Probability	$\geq 0,05$	0,091	Good
RMSEA	$\leq 0,08$	0,057	Good
GFI	$\geq 0,90$	0,995	Good
AGFI	$\geq 0,90$	0,912	Good
CMIN/DF	≤ 2 atau 3	1,451	Good
TLI	$\geq 0,90$	0,995	Good
CFI	$\geq 0,90$	0,935	Good



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It is known that of the eight criteria used to assess whether a model is appropriate or not, all have good criteria. as a whole it can be said that the suitability of the model is good and acceptable which means there is a fit between the model and the data.

5.4.2.2 Causality Test

After testing the suitability of the research model, the next step is to test the causality developed in the study. From the appropriate model, each path coefficient can be interpreted. Testing the path coefficients in detail is presented in the following table. Regression Weights:

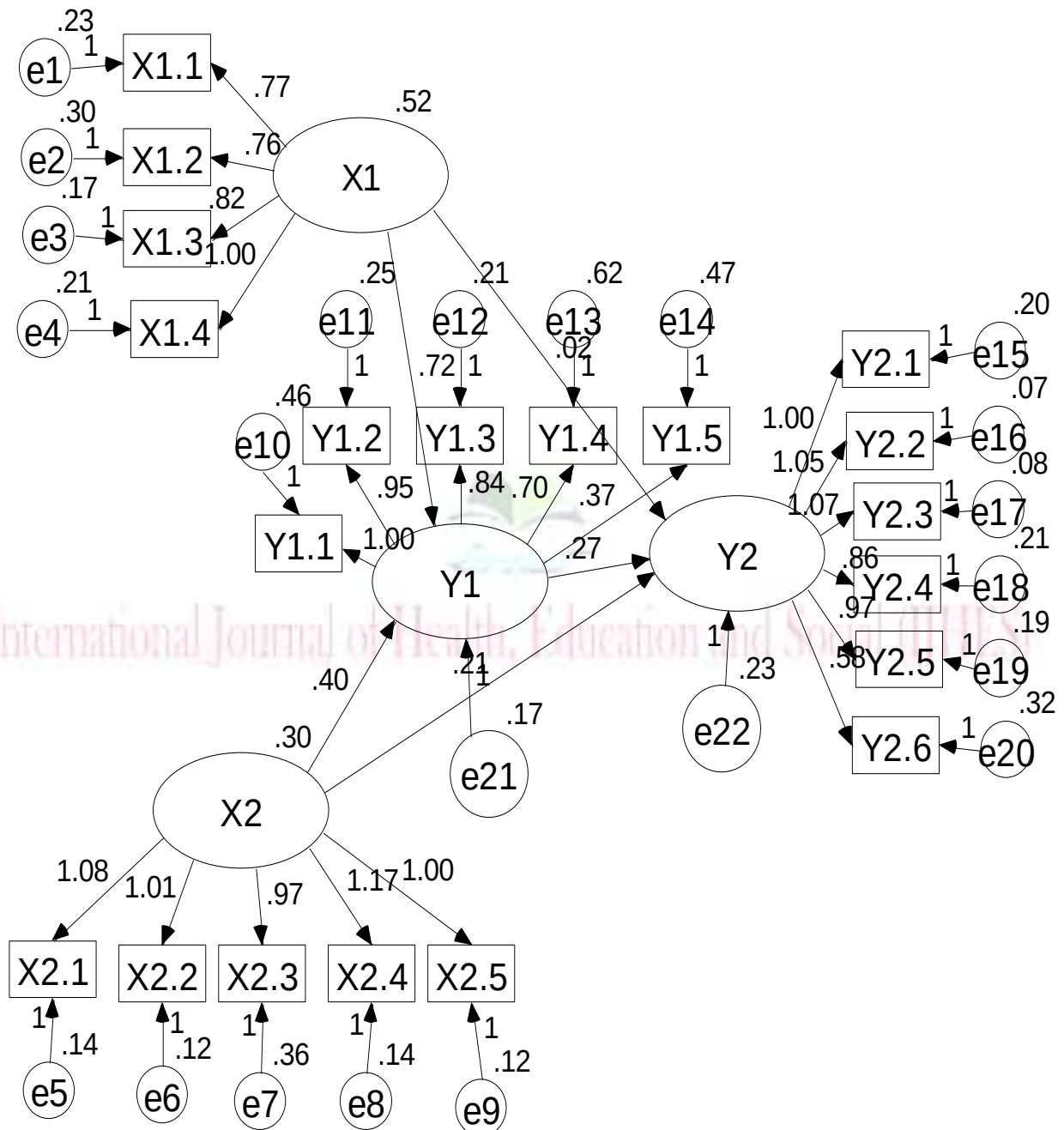
(Group number 1 - Default model)

Variable			Estimate	S.E.	C.R.	P	Lable
Job Satisfaction	<---	Transformational leadership	.723	.120	Significant	0,001	Significant
Job Satisfaction	<---	Organizational culture	.400	.133	Significant	.003	Significant
The Performance	<---	Transformational leadership	.020	.165	Significant	.005	Significant
The Performance	<---	Organizational culture	.207	.133	Significant	.021	Significant
The Performance	<---	Job satisfaction	.274	.183	Significant	.035	Significant

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The SEM model with unstandardized estimates





Based on the test of the path coefficient in the table above and the picture above is obtained mathematical equations namely:

$$Y_1 = 0,723 X_1 + 0,4 X_2$$

$$Y_2 = 0,02 X_1 + 0,207 X_2 + 0,274 Y_1$$

Based on testing the proposed hypothesis, the research hypothesis can be formulated as follows:

H1: Transformational leadership has a positive and significant effect on job satisfaction.

Based on the results of SEM analysis in this study shows that transformational leadership has a significant effect on job satisfaction. This shows a positive path coefficient of 0.723 with a CR of 6.01 and obtained a significance (p) of 0.001 smaller than 0.05, then the initial hypothesis is rejected so that the alternative hypothesis is accepted so that transformational leadership has a positive and significant effect on job satisfaction.

H2: Organizational culture has a positive and significant effect on job satisfaction.

The results of this study indicate that organizational culture has a positive and significant effect on job satisfaction. This can be seen from the positive path coefficient of 0.4 with a CR of 3.007 and a significance value (p) of 0.003 is less than 0.05, then H0 is rejected and Ha is accepted, meaning that organizational culture has a positive and significant effect on job satisfaction.

H3: Transformational leadership has a positive and significant effect on performance.

The results of this study indicate that transformational leadership has a positive and significant effect on performance. This can be seen from the positive path coefficient of 0.020 with a CR of 0.119 and obtained significance (p) 0.005 < 0.05, then Ho is rejected and Ha is accepted, which means that transformational leadership has a positive and significant effect on performance. This result accepts the third hypothesis in research which means that there is an influence of transformational leadership which has a positive and significant effect on performance.

H4: Organizational culture has a positive and significant effect on performance.

The results of this study indicate that organizational culture has a positive and significant effect on performance. This can be seen from the positive path coefficient of 0.207 with a CR of 1.552 and obtained significance (p) 0.021 < 0.05, then Ho is rejected and Ha is accepted, which means that organizational culture has a positive and significant effect on performance. This result accepts the fourth hypothesis in research which means that there is an influence of organizational culture that has a positive and significant effect on performance

H5: Job satisfaction has a positive and significant effect on performance.

The results of this study indicate that job satisfaction has a positive and significant effect on performance. This can be seen from the positive path coefficient of 0.274 with a CR of 1.494 and obtained significance (p) 0.035 < 0.05, then Ho is rejected and Ha is accepted, which means that job satisfaction has a positive and significant effect on performance.



CONCLUSION

The results of the SEM analysis in this study indicate that transformational leadership has a significant effect on job satisfaction. Similarly, organizational culture has a positive and significant effect on job satisfaction. When seen transformational leadership on performance also has a positive and significant effect on performance. Including organizational culture has a positive and significant effect on performance also has a positive and significant effect on performance. Furthermore, job satisfaction has a positive and significant effect on performance, which means that job satisfaction has a positive and significant effect on performance

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