

# THE INFLUENCE OF ORGANIZATIONAL CULTURE, WORK MOTIVATION, TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE PERFORMANCE AND THE IMPLICATION ON ORGANIZATIONAL PERFORMANCE

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**Abstract.** The purpose of this study was to identify and determine the effect of Organizational Culture (OC), Work Motivation (WM) and Transformational Leadership (TL) on Employee Performance (EP) and the implication on Organizational Performance (OP) in National Research and Innovation Agency. The research was conducted through the distribution of questionnaires, and the population of this study were employees of the National Research and Development Agency. That was done to 179 respondents using a quantitative approach. The approach used in this research is Structural Equation Model (SEM) based on variant or Partial Least Square (PLS) with Smart-PLS analysis tools 3.3.9. The results of this study are that Organizational Culture, Work Motivation has a significant positive effect on Employee Performance and Organizational Performance. Transformational Leadership has a significant negative effect on Employee Performance and Organizational Performance. Employee Performance has a significant positive effect on Organizational Performance.

**Keywords:** organizational culture; work motivation; transformational leadership; employee performance; organizational performance.



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## INTRODUCTION

Reliable Human resource management is needed by organizations, both private and government, because human resources are the determining factor that will greatly determine the success or failure of an organization to achieve effective and efficient organizational goals (Husaini, 2017). Human resources are the basic capital of national development that must always be developed, directed and improved so that they can develop and maintain the survival of the organization in accordance with the vision, mission and goals of the organization (Septina, 2018).

The success of organizational performance is strongly influenced by the performance of its employees (Bauw & Gunawati, 2018). The efficient and effective government administration is a demand in the era of globalization which is filled of competition and limitations in all fields. This fact demands the professionalism of Civil Servant resources in the implementation of government affairs. Therefore, in line with the reform of government organizations, various changes in the government bureaucracy have been carried out in order to achieve efficiency and effectiveness of government organizations, including prioritizing human resource management (Ashari, 2017). Organizational performance is an achievement reflection the process of implementing program or policy in realizing the things listed in the strategic goals of organizational growth with targets, vision and mission to improve development and good organizational growth (Sunda et al., 2017).

The discussion about the performance of civil servants in Indonesia is indeed very interesting to debate. Many people think that the performance of civil servants in Indonesia has not yet shown optimal performance. Of the approximately 4.7 million Civil Servants in Indonesia, only 40% are truly professional, productive, and qualified. This figure is not bad data, but it would be even better if only 40% of civil servants were not qualified (Nahidah, 2016). To support government performance, it is necessary to know the success factors of other countries government systems in managing the performance of civil servants. Therefore, a more in-depth study of the system is considered successful and then adapted to Indonesian culture so that it can run well. It is necessary to know the advantages and disadvantages of other countries system and then adjust them to Indonesia's performance climate in order to improve the performance of Indonesian Civil Servants (Kurniati & Roesida, 2018).

Indonesia needs to look at the performance mechanism of employees and bureaucracy in Canada, one of the countries that has been very successful in good governance practices according to the Worldwide Governance Indicators (WGI). WGI data is released by the World Bank and is sourced from government and private data published every two years from 1996 to 2002 and once a year in the following year until now. WGI is implemented by the World Bank in order to assess government governance in more than 220 countries as seen from six indicators, namely Voice and Accountability, Political Stability and

Absence of Violence/Terrorism, Government Effectiveness, Regulatory Quality, Rule of Law and Control of Corruption (*The World Bank*, 2021).

In Japan, the management of the National Public Service is regulated in the Japanese Constitution. The Japanese constitution stipulates that "every civil servant is a servant to the whole people, not a servant to some particular group". In Japan, there is a policy to control the number of employees with a total number of law staff based on an analysis of employee needs. To support the professionalism and competence of civil servants in Japan, there is an NPA as a special institution that is responsible for the personnel system that is independent and neutral from political influence ([Herman](#), 2018).

In South Korea, the government has made a technical manual for reforming the culture of civil servants, which prioritizes the development of ethical values, character, and exploring the Confucian culture so that it can be transformed into a high work culture and work ethic in government employees. Shame culture and quilt culture must be highlighted in the employee's work environment so that employees feel ashamed and feel wrong if they violate ethics and violate the law, such as practicing corruption, collusion, and nepotism. The development of social sanctions in the community must also be strengthened so if there are employees / civil servants who abuse their authority, they will receive social sanctions ([Dongil et al.](#), 2021).

In order to improve the performance of qualified and professional employees, one

of the factors that influence employee performance is organizational culture. Organizational culture can help organizations to achieve organizational goals. Cultural values are not visible, but forces behavior to produce effective performance. Organizational culture that matches the environment and business strategy will have relatively better job performance than those that do not ([Elmi et al.](#), 2016). Another factor that affects employee performance is work motivation. Motivation is an encouragement of needs within employees so they can adapt to their environment ([Marlapa et al.](#), 2019). Another factor that can influence to improve employee performance is transformational leadership. The transformational leaders must have a strong desire to achieve organizational goals, namely diagnostic skills and always pay attention in solving problems ([Wicaksono et al.](#), 2020).

## METHODS

The type of research used is quantitative research. This method is the type of research or scientific method that data is in the form of numbers, can be processed and analyzed using mathematical or statistical calculations (Sekaran & Bogie, 2016). Quantitative research methods are methods for making accurate measurements with the aim of testing the established hypotheses.

The analytical method used is the Structural Equation Model (SEM) analysis based on variance or Partial Least Square (PLS). SEM-PLS is a variance or component-based SEM, in which the indicators of latent variables are not correlated with indicators of other latent variables in one research

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model. The author uses SEM-PLS because it is non-parametric or does not require various assumptions. SEM-PLS can analyze constructs with normative and reflective indicators.

The population in this study were all employees of the National Research and Innovation Agency (BRIN). Assuming the population in this study is 324 employees who are still active in the National Research

and Innovation Agency (BRIN). The sampling technique used is probability with the Simple Random Sampling technique.

## RESULTS AND DISCUSSION

The characteristics of the research sample in this study were 3 criteria consisting of gender, last education group and years of service.

**Table 1. Respondents Characteristics Based on Gender**

No.	Gender	Employee	Percentage (%)
1	Man	96	53.63%
2	Woman	83	46.37%
<b>Total</b>		<b>179</b>	<b>100%</b>

Source: primary data processed by researchers (2022)

**Table 2. Respondents Characteristics Based on Last Education Group**

No.	Last Education	Employee	Percentage (%)
1	Associate Degree	13	7.26%
2	Bachelor Degree	115	64.25%
3	Master Degree	47	26.26%
4	Doctoral Degree	4	2.23%
<b>Total</b>		<b>179</b>	<b>100%</b>

**Table 3. Respondents Characteristics Based on Years of Service**

No	Years of Service	Employee	Percentage (%)
1	<5 year	35	19,55%
2	6-10 year	42	23,46% <b>s</b>
3	11-15 year	61	34,08%
4	16-20 year	28	15,64%
5	>21 year	13	7,26%
<b>Total</b>		<b>179</b>	<b>100%</b>

Source: primary data processed by researchers (2022)

Based on the results of 179 respondents regarding the research variables, researchers described the respondents' answers which were grouped in descriptive statistics.

**Table 4. Descriptive Statistics per Variable**

Variable/ Dimension/ Indicator	Descriptive Statistics					Average per Variable	
	N	Min	Max	Mean	Standard Deviation		
<b>Organizational Culture (X1)</b>							
Self Awareness (X1.1)							
X1.1.1	179	3	5	4.060	0.350	<b>4.057</b>	
X1.1.2	179	2	5	4.055	0.374		
X1.1.3	179	3	5	4.027	0.322		
Aggressiveness (X1.2)							
X1.2.1	179	3	5	4.060	0.408		
X1.2.2	179	3	5	4.055	0.359		
Personality (X1.3)							
X1.3.1	179	3	5	4.099	0.380		
X1.3.2	179	3	5	4.082	0.346		
Performance (X1.4)							
X1.4.1	179	3	5	4.082	0.361		
X1.4.2	179	3	5	3.995	0.355		
X1.4.3	179	3	5	4.044	0.329		
Team Orientation (X1.5)							
X1.5.1	179	3	5	4.055	0.359		
X1.5.2	179	3	5	4.071	0.406		
<b>Work Motivation (X2)</b>							
Need for achievement (X2.1)							
X2.1.1	179	2	5	4.055	0.416	<b>4.067</b>	
X2.1.2	179	3	5	4.077	0.438		
X2.1.3	179	3	5	3.995	0.385		
Need to expand relationships (X2.2)							
X2.2.1	179	3	5	4.137	0.403		
X2.2.2	179	3	5	4.137	0.429		
Need to master a job (X2.3)							
X2.3.1	179	3	5	4.110	0.444		
X2.3.2	179	3	5	3.956	0.553		
<b>Transformational Leadership (X3)</b>							
Idealized Influence (X3.1)							
X3.1.1	179	1	4	2.467	0.856	<b>2.427</b>	
X3.1.2	179	1	4	2.418	0.903		
X3.1.3	179	1	4	2.396	0.876		
Inspirational Motivation (X3.2)							
X3.2.1	179	1	4	2.407	0.870		
X3.2.2	179	1	4	2.401	0.876		
Intellectual Simulation (X3.3)							
X3.3.1	179	1	4	2.429	0.866		

X3.3.2	179	1	4	2.456	0.842
<i>Individualized Consideration (X3.4)</i>					
X3.4.1	179	1	4	2.456	0.829
X3.4.2	179	1	4	2.451	0.829
X3.4.3	179	1	4	2.390	0.875

**Table 4 (cont). Descriptive Statistics per Variable**

Variabel/ Dimensi/ Indikator	Descriptive Statistics					Rata- rata per Variabel	
	N	Min	Max	Mean	Standard Deviation		
<b>Employee Performance (Y)</b>							
Quality of Work (Y1)							
Y1.1	179	3	5	4.060	0.350	<b>4.059</b>	
Y1.2	179	3	5	4.082	0.418		
Y1.3	179	3	5	4.044	0.390		
Quantity of Work (Y2)							
Y2.1	179	3	5	4.038	0.337		
Y2.2	179	3	5	4.016	0.355		
Responsibility (Y3)							
Y3.1	179	3	5	4.077	0.385		
Y3.2	179	3	5	4.049	0.352		
Teamwork(Y4)							
Y4.1	179	3	5	4.088	0.352		
Y4.2	179	3	5	4.055	0.327		
Initiative (Y5)							
Y5.1	179	3	5	4.060	0.350		
<b>Organizational Performance (Z)</b>							
Input (Z1)							
Z1.1	179	3	5	4.033	0.330	<b>3.993</b>	
Z1.2	179	2	5	3.995	0.413		
Process (Z2)							
Z2.1	179	2	5	3.945	0.429		
Z2.2	179	2	5	3.934	0.427		
Outcome (Z3)							
Z3.1	179	2	5	3.951	0.423		
Output (Z4)							
Z4.1	179	3	5	4.038	0.337		
Z4.2	179	3	5	3.989	0.296		
Impact (Z5)							
Z5.1	179	3	5	4.022	0.314		
Z5.2	179	3	5	4.027	0.322		

Source: Analysis Results Using SmartPLS 3.3.9 (2022)

### Evaluation Results of the Measurement Model (Outer Model)

The approach used in this research is Structural Equation Model (SEM) with Smart-PLS analysis tools. The attempt of

this validity testing is to find out the eligible of the selected items including the overall data collection process. The results of the validity test are as follows:

**Table 5. Convergent Validity Tes Result**

Variable	Dimension	Indicator	Outer Loading	Loading Factor Requirements	AVE	AVE Requirements	Conclusion				
Organizational Culture (X1)	X1.1	X1.1.1	0.884		0.599	> 0.5	Valid				
		X1.1.2	0.943								
		X1.1.3	0.856								
	X1.2	X1.2.1	0.930								
		X1.2.2	0.929								
		X1.3.1	0.965	> 0.7							
	X1.3	X1.3.2	0.964								
		X1.4.1	0.847								
		X1.4.2	0.856								
	X1.4	X1.4.3	0.861								
		X1.5.1	0.914								
		X1.5.2	0.903								
	Work Motivation (X2)	X2.1	X2.1.1	0.795					0.542	> 0.5	Valid
			X2.1.2	0.909							
			X2.1.3	0.828							
X2.2		X2.2.1	0.944	> 0.7							
		X2.2.2	0.942								
X2.3		X2.3.1	0.896								
		X2.3.2	0.868								
Transformasional Leadership (X3)	X3.1	X3.1.1	0.963		0.902	> 0.5	Valid				
		X3.1.2	0.967								
		X3.1.3	0.969								
	X3.2	X3.2.1	0.960								
		X3.2.2	0.961	> 0.7							
	X3.3	X3.3.1	0.982								
		X3.3.2	0.982								
		X3.4.1	0.970								
	X3.4	X3.4.2	0.979								
		X3.4.3	0.975								

Source: Analysis Results Using SmartPLS 3.3.9 (2022)



**Table 5 (cont). Convergent Validity Tes Result**

Variable	Dimension	Indicator	Outer Loading	Loading Factor Requirements	AVE	AVE Requirements	Conclusion
Employee Performance (Y)	Y1	Y1.1	0.874	> 0.7	0.604	> 0.5	Valid
		Y1.2	0.911				
		Y1.3	0.842				
	Y2	Y2.1	0.913				
		Y2.2	0.921				
	Y3	Y3.1	0.930				
		Y3.2	0.937				
	Y4	Y4.1	0.923				
		Y4.2	0.933				
	Y5	Y5.1	1.000				
Organizational Performance (Z)	Z1	Z1.1	0.878	> 0.7	0.538	> 0.5	Valid
		Z1.2	0.913				
	Z2	Z2.1	0.943				
		Z2.2	0.949				
	Z3	Z3.1	1.000				
	Z4	Z4.1	0.905				
		Z4.2	0.919				
	Z5	Z5.1	0.894				
		Z5.2	0.891				

Source: Analysis Results Using SmartPLS 3.3.9 (2022)

Table 5 above shows that all research indicators have a loading factor value of > 0.7 and an Average Variant Extracted

(AVE) value of > 0.5. Thus, all indicators used in this study have met convergent validity or are considered valid.

**Table 6. Discriminant Validity Test Results: Cross-Loading**

	Organizational Culture (X1)	Work Motivation (X2)	Transformasional Leadership (X3)	Employee Performance (Y)	Organizational Performance (Z)
X1.1.1	0.778	0.530	-0.333	0.608	0.572
X1.1.2	0.817	0.482	-0.326	0.604	0.495
X1.1.3	0.821	0.482	-0.384	0.619	0.486
X1.2.1	0.780	0.507	-0.394	0.561	0.560
X1.2.2	0.773	0.509	-0.334	0.501	0.477
X1.3.1	0.753	0.534	-0.371	0.565	0.494
X1.3.2	0.744	0.523	-0.340	0.578	0.493
X1.4.1	0.758	0.495	-0.338	0.561	0.476
X1.4.2	0.715	0.461	-0.324	0.514	0.499
X1.4.3	0.800	0.528	-0.392	0.639	0.585

X1.5.1	0.790	0.535	-0.401	0.603	0.520
X1.5.2	0.747	0.534	-0.460	0.597	0.547
X2.1.1	0.510	0.666	-0.370	0.512	0.570
X2.1.2	0.523	0.745	-0.398	0.567	0.549
X2.1.3	0.528	0.753	-0.353	0.572	0.505
X2.2.1	0.469	0.778	-0.278	0.524	0.408
X2.2.2	0.422	0.767	-0.304	0.481	0.383
X2.3.1	0.448	0.759	-0.394	0.484	0.470
X2.3.2	0.504	0.680	-0.475	0.461	0.474
X3.1.1	-0.482	-0.499	0.951	-0.522	-0.489
X3.1.2	-0.465	-0.517	0.926	-0.535	-0.502
X3.1.3	-0.464	-0.479	0.945	-0.481	-0.479
X3.2.1	-0.419	-0.419	0.937	-0.455	-0.468
X3.2.2	-0.450	-0.477	0.942	-0.529	-0.451
X3.3.1	-0.464	-0.484	0.956	-0.523	-0.465
X3.3.2	-0.470	-0.488	0.965	-0.530	-0.472
X3.4.1	-0.445	-0.461	0.962	-0.503	-0.480
X3.4.2	-0.409	-0.432	0.960	-0.471	-0.452
X3.4.3	-0.434	-0.463	0.950	-0.504	-0.469

Source: Analysis Results Using SmartPLS 3.3.9 (2022)

Table 6 (cont.) Discriminant Validity Test Results: Cross-Loading

	Organizational Culture (X1)	Work Motivation (X2)	Transformational Leadership (X3)	Employee Performance (Y)	Organizational Performance (Z)
Y1.1	0.633	0.532	-0.383	0.767	0.528
Y1.2	0.586	0.554	-0.426	0.719	0.530
Y1.3	0.549	0.521	-0.482	0.786	0.547
Y2.1	0.606	0.541	-0.417	0.750	0.505
Y2.2	0.608	0.622	-0.436	0.788	0.538
Y3.1	0.538	0.531	-0.418	0.791	0.582
Y3.2	0.618	0.553	-0.413	0.828	0.568
Y4.1	0.536	0.489	-0.399	0.761	0.535
Y4.2	0.581	0.511	-0.383	0.813	0.548
Y5.1	0.577	0.581	-0.385	0.764	0.478
Z1.1	0.436	0.452	-0.371	0.430	0.616
Z1.2	0.498	0.485	-0.395	0.506	0.723
Z2.1	0.413	0.442	-0.408	0.485	0.774
Z2.2	0.467	0.479	-0.400	0.503	0.817
Z3.1	0.455	0.444	-0.386	0.486	0.799
Z4.1	0.532	0.555	-0.372	0.474	0.705
Z4.2	0.538	0.499	-0.302	0.528	0.759
Z5.1	0.622	0.536	-0.333	0.601	0.695
Z5.2	0.469	0.407	-0.319	0.546	0.688

Source: Analysis Results Using SmartPLS 3.3.9 (2022)

Based on table 6 above, it can be seen that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. It can be concluded that all latent constructs show good discriminant validity because they can predict indicators in their block better than indicators in other blocks. Thus, the convergent validity test and discriminant validity test have been met, so it can be concluded that the research model is valid.

**Table 7. Reliability Test Results**

Variable	Dimension	Cronbach's Alpha	rho_A	Composite Reliability	Result
<b>Organizational Culture (X1)</b>	X1	0.939	0.939	0.947	<b>Reliable</b>
	X1.1	0.875	0.876	0.924	<b>Reliable</b>
	X1.2	0.842	0.842	0.927	<b>Reliable</b>
	X1.3	0.924	0.924	0.963	<b>Reliable</b>
	X1.4	0.816	0.817	0.89	<b>Reliable</b>
	X1.5	0.789	0.79	0.904	<b>Reliable</b>
<b>Work Motivation (X2)</b>	X2	0.859	0.86	0.892	<b>Reliable</b>
	X2.1	0.799	0.804	0.882	<b>Reliable</b>
	X2.2	0.876	0.876	0.942	<b>Reliable</b>
	X2.3	0.716	0.722	0.875	<b>Reliable</b>
<b>Transformasional Leadership (X3)</b>	X3	0.988	0.988	0.989	<b>Reliable</b>
	X3.1	0.964	0.965	0.977	<b>Reliable</b>
	X3.2	0.916	0.916	0.96	<b>Reliable</b>
	X3.3	0.963	0.963	0.982	<b>Reliable</b>
	X3.4	0.974	0.974	0.983	<b>Reliable</b>
<b>Employee Performance (Y)</b>	Y	0.927	0.928	0.938	<b>Reliable</b>
	Y1	0.848	0.848	0.908	<b>Reliable</b>
	Y2	0.811	0.813	0.914	<b>Reliable</b>
	Y3	0.853	0.854	0.931	<b>Reliable</b>
	Y4	0.838	0.841	0.925	<b>Reliable</b>
	Y5	1	1	1	<b>Reliable</b>
<b>Organizational Performance (Z)</b>	Z	0.891	0.895	0.912	<b>Reliable</b>
	Z1	0.755	0.769	0.89	<b>Reliable</b>
	Z2	0.883	0.885	0.945	<b>Reliable</b>
	Z3	1	1	1	<b>Reliable</b>
	Z4	0.798	0.801	0.908	<b>Reliable</b>
	Z5	0.744	0.744	0.887	<b>Reliable</b>

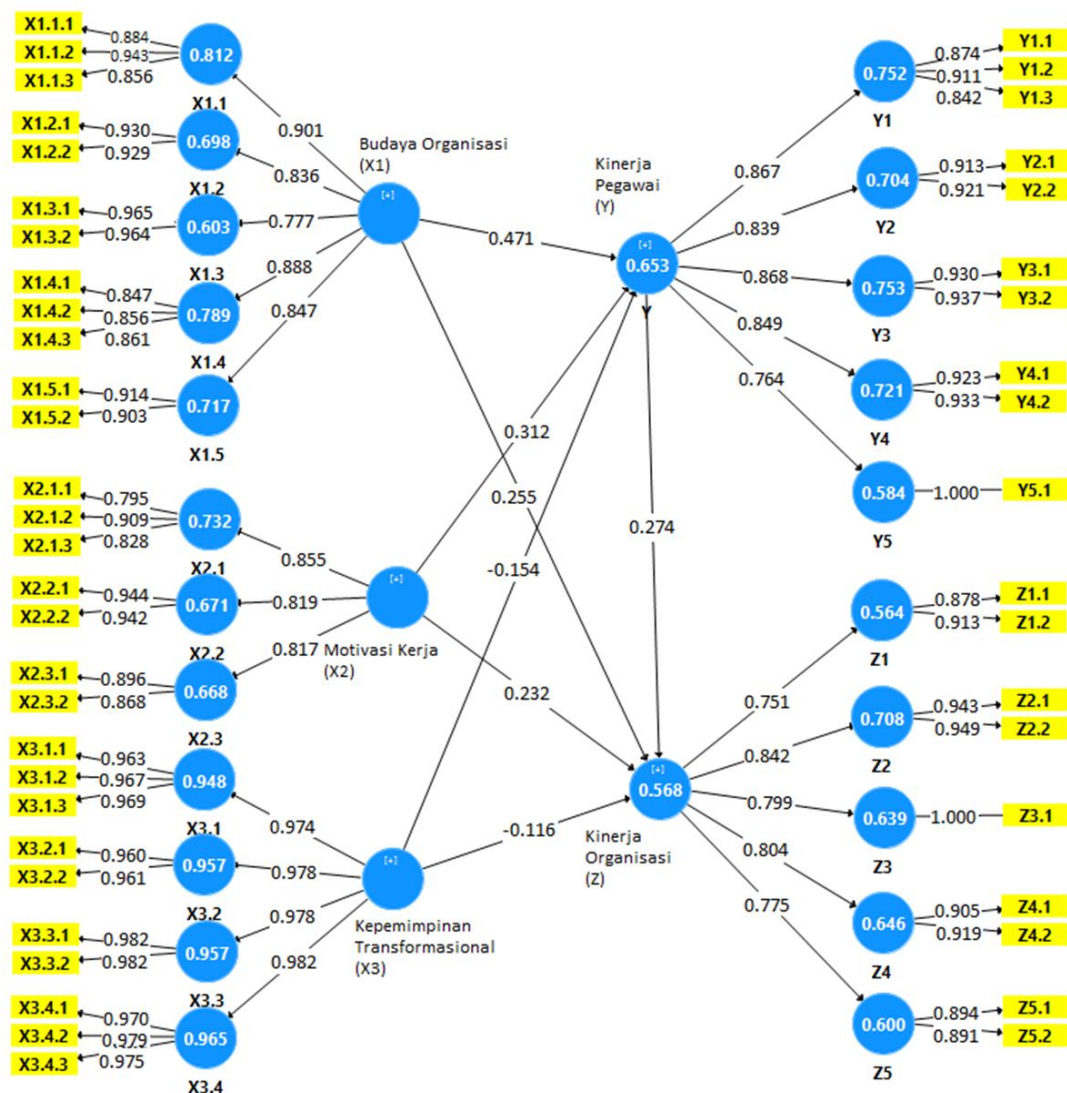
**Source: Analysis Results Using SmartPLS 3.3.9 (2022)**

Based on table 7 above, it can be seen that all composite reliability values have a value > 0.7 and Cronbach's alpha > 0.7. Thus, all variables in this study were declared reliable or met the criteria for a reliable and reliable measuring instrument.

This model is a specification of the relationship between latent variables, also known as inner relations. This test is a test of the type and magnitude of the influence of the independent latent variable on the dependent latent variable.

**Results of Evaluation of the Structural Model (Inner Model)**

**Path Coefficients test results**



**Figure 1. Value Model Between Constructs Research Model**

Source: Analysis Results Using SmartPLS 3.3.9 (2022)

Path coefficient is used to determine the influence of the independent variable on the dependent variable. The value of the path coefficient is based on Figure 2 can be interpreted as follows:

1. The path coefficient value of X1 to Y is 0.471, which means that the influence of Organizational Culture on Employee Performance is 47.1%.
2. The path coefficient value of X2 to Y is 0.312, which means the influence of work motivation on employee performance is 31.2%.
3. The path coefficient value of X3 to Y is -0.154, which means the influence of Transformational Leadership on Employee Performance is 15.4%.

4. The path coefficient value of X1 to Z is 0.255, which means the influence of Organizational Culture on Organizational Performance is 25.5%.
5. The path coefficient value X2 to Z is 0.232, which means the influence of work motivation on organizational performance is 23.2%.
6. The path coefficient value of X3 to Z is -0.116 which means the influence of Transformational Leadership on Organizational Performance is 11,6%.

#### **Goodness of Fit Model Test Results Coefficient Determination Test / R Square (R<sup>2</sup>)**

**Table 8. Test Results R<sup>2</sup> (R square)**

<b>Construct</b>	<b>R-Square</b>	<b>R Square Adjusted</b>
<b>Employee Performance</b>	0.653	0.647
<b>Organizational Performance</b>	0.568	0.558

**Source: Analysis Results Using SmartPLS 3.3.9 (2022)**

From table 8 it can be explained that the relationship between constructs based on the value of the Employee Performance variable (Y) is 0.647, this shows that 64.7% of the Employee Performance variable (Y) can be influenced by the Organizational Culture variable (X1), Work Motivation (X2), and Transformational Leadership (X3), while the remaining 35.3% is influenced by other variables that are not the object of research in this study.

For the relationship between constructs based on the value of the Organizational Performance variable (Z) is 0.558, this shows that 55.8% of the

Organizational Performance variable (Z) can be influenced by Organizational Culture (X1), Work Motivation (X2), and Transformational Leadership (X3) variables, while the remaining 44.2% is influenced by other variables that are not the object of research in this study. The Goodness of Fit

Index (GoF) test aims to validate the combined performance of the measurement model (outer model) and structural model (inner model) obtained through the following calculations:

$$\begin{aligned} \text{GoF} &= \sqrt{(\text{AVE} \times R^2)} \\ &= \sqrt{((0,599 + 0,542 + 0,902 + \end{aligned}$$

$$\begin{aligned}
 & (0,604+0,538) / 5) \times ((0,647 + \\
 & 0,558)/2) \\
 & = \sqrt{(0,637 \times 0,602)} \\
 & = \sqrt{0,383} \\
 & = 0,618
 \end{aligned}$$

value is more than 0.36. This indicates that the overall model is appropriate.

**Hypothesis Test Results**

From the calculation results, the GOF Index value is considered large because the

**Table 9. Direct Effect Hypothesis Test Results**

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
<b>Organizational Culture -&gt; Employee Performance</b>	0.471	0.475	0.106	4.451	<b>0.000</b>
<b>Work Motivation-&gt; Employee Performance</b>	0.312	0.312	0.087	3.573	<b>0.000</b>
<b>Transformasional Leadership -&gt; Employee Performance</b>	-0.154	-0.148	0.046	3.339	<b>0.001</b>
<b>Organizational Culture-&gt; Organizational Performance</b>	0.255	0.256	0.119	2.154	<b>0.032</b>
<b>Work Motivation -&gt; Organizational Performance</b>	0.232	0.225	0.100	2.325	<b>0.020</b>
<b>Transformasional Leadership -&gt; Organizational Performance</b>	-0.116	-0.108	0.057	2.020	<b>0.044</b>
<b>Employee Performance -&gt; Organizational Performance</b>	0.274	0.284	0.120	2.281	<b>0.023</b>

Source: Analysis Results Using SmartPLS 3.3.9 (2022)

The hypothesis testing of this research was carried out with the help of SmartPLS 3.3.9 software. These values can be seen from the bootstrapping results. The criteria used in this study is a significance level of p-value  $< 0.05$  (5%). The results of each relationship between variables were declared significant if the t-statistics value  $> 1.96$  and the p-value  $< 0.05$ .

It can be seen from table 9 that:

1. The Influence of Organizational Culture on Employee Performance has a t-statistics value of 4.451 which is greater than 1.96 and a p-value of 0.000 which is smaller than 0.05. With this it can be stated that H1 is accepted or it means that Organizational Culture has an effect on Employee Performance.
2. The influence of work motivation on employee performance has a t-statistics value of 3.573 which is greater than 1.96 and a p-value of 0.000 which is smaller than 0.05. With this it can be stated that H2 is accepted or it means that work motivation has an effect on employee performance.
3. The Influence of Transformational Leadership on Employee Performance has a t-statistics value of 3.339 which is greater than 1.96 and a p-value of 0.001 which is smaller than 0.05. With this it can be stated that H3 is accepted or it means that Transformational Leadership has an effect on Employee Performance.
4. The Influence of Organizational Culture on Organizational Performance has a t-statistics value of 2.154 which is greater than 1.96 and a p-value of 0.032

which is smaller than 0.05. With this it can be stated that H4 is accepted or it means that Organizational Culture has an effect on Organizational Performance.

5. The Influence of Work Motivation on Organizational Performance has a t-statistics value of 2.325 which is greater than 1.96 and a p-value of 0.020 which is smaller than 0.05. With this it can be stated that H5 is accepted or it means that work motivation has an effect on organizational performance.
6. The Influence of Transformational Leadership on Organizational Performance has a t-statistics value of 2.020 which is greater than 1.96 and a p-value of 0.044 which is smaller than 0.05. With this it can be stated that H6 is accepted or it means that Transformational Leadership has an effect on Organizational Performance
7. The influence of employee performance on organizational performance has a t-statistics value of 2.281 which is greater than 1.96 and a p-value of 0.023 which is smaller than 0.05. With this it can be stated that H7 is accepted or it means that Employee Performance has an effect on Organizational Performance.

#### **The Influence of Organizational Culture on Employee Performance**

The results showed that the organizational culture variable had a positive and significant effect on employee performance at the National Research and Innovation Agency (BRIN). This is in line

with research conducted by ([Sudarman et al.](#), 2019), ([Maamari & Saheb](#), 2018) and ([Ariawaty](#), 2020) which state that organizational culture has a positive and significant effect on employee performance.

Based on these empirical facts and supported by the results of previous studies, it can be concluded that the research hypothesis (H1) in this study which states that "*Organizational Culture has a positive and significant effect on Employee Performance*" is accepted.

### **The Influence of Work Motivation on Employee Performance**

The results showed that the work motivation variable had a positive and significant effect on employee performance at the National Research and Innovation Agency (BRIN). This is in line with research conducted by ([Paais & Pattiruhu](#), 2020), ([Pancasila et al.](#), 2020) and ([Dewi](#), 2019) which state that work motivation has a positive and significant effect on employee performance.

Based on these empirical facts and supported by the results of previous studies, it can be concluded that the research hypothesis (H2) in this study which states that "*Work Motivation has a positive and significant effect on Employee Performance*" is accepted.

### **The Influence of Transformational Leadership on Employee Performance**

Based on the results of research testing, there is a negative and significant influence between transformational leadership on employee performance. This is in accordance with the third hypothesis (H3) which states that transformational

leadership has an effect on employee performance. However, the direction of the influence of the variable is significant negative. This means that the better the transformational leadership, the lower the employee's performance.

This research is in line with research conducted by ([Sudiarta](#), 2018), ([Supriyono](#), 2019), and ([Vipraprastha et al.](#), 2018) which state that transformational leadership has a negative and significant effect on employee performance.

The better the transformational leadership applied to BRIN, the lower the performance of BRIN's employees. This indicates that the transformational leadership implemented at BRIN has not met the expectations of the employees. So far, the leadership style in the workplace has been a challenge in itself. Especially when the working team consists of several age groups. Each generation has its own character. The majority of respondents in this study are between 20-30 years old, so they are included in generation Y (millennials) and generation Z who are in their productive age. The current demand is how to build a youth team with transformational leadership that is faced with generations Y (millennials) and Z who have different characteristics from the previous generation. There needs to be a positive form of support from each employee. It takes the right leadership and management style to optimize the role of this generation so as to improve employee performance.

Based on these empirical facts and supported by the results of previous studies, it can be concluded that the research hypothesis (H3) in this study which states that "*Transformational Leadership has an effect on Employee Performance*" is accepted.

### **The Influence of Organizational Culture on Organizational Performance**

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The results showed that the Organizational Culture variable had a positive and significant effect on Organizational Performance at the National Research and Innovation Agency (BRIN). This is in line with research conducted by ([Santoso et al.](#), 2018) which states that work motivation has a positive and significant effect on organizational performance.

Based on these empirical facts and supported by the results of previous studies, it can be concluded that the research hypothesis (H4) in this study which states that "*Organizational Culture has a positive and significant effect on Organizational Performance*" is accepted.

#### **The Influence of Work Motivation on Organizational Performance**

The results showed that the work motivation variable had a positive and significant effect on organizational performance at the National Research and Innovation Agency (BRIN). This is in line with research conducted by ([Geelmaale](#), 2019) which states that work motivation has a positive and significant effect on organizational performance.

Based on these empirical facts and supported by the results of previous studies, it can be concluded that the research hypothesis (H5) in this study which states that "*Work Motivation has a positive and significant effect on Organizational Performance*" is accepted.

#### **The Influence of Transformational Leadership on Organizational Performance**

Based on the results of research testing, there is a negative and significant influence between transformational leadership on organizational performance. This is in

accordance with the sixth hypothesis (H6) which states that transformational leadership has an effect on organizational performance. However, the direction of the influence of the variable is significant negative. This means that the better the transformational leadership, the lower the organizational performance.

This study is in line with research conducted by (Alrowwad et al., 2017), (Suifan et al., 2019) and (Indrayanto et al., 2021) which state that transformational leadership has a negative and significant effect on organizational performance.

The better the transformational leadership applied at BRIN, the lower the organizational performance. This indicates that the application of transformational leadership at BRIN has not been able to provide a solution to a problem so that the organization can develop and progress. The figure of a transformational leader is really expected to be present in an organization, including BRIN which is a relatively new government institution. Collaboration between leaders and employees is not spared in achieving organizational performance. This needs to be a concern in order to create a conducive and innovative organizational environment that has an impact on

#### **The Influence of Employee Performance on Organizational Performance**

The results showed that the Employee Performance variable had a positive and significant effect on Organizational Performance at the National Research and Innovation Agency (BRIN). This is in line with research conducted by ([Hidayati & Syamyudi](#), 2017) which states that employee performance has a positive and significant effect on organizational

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performance.

Based on these empirical facts and supported by the results of previous studies, it can be concluded that the research hypothesis (H7) in this study which states that "*Employee Performance has a positive and significant effect on Organizational Performance*" is accepted.

## **CONCLUSIONS**

Based on the results of research and discussion in previous chapters, several conclusions can be made as follows: 1) Organizational Culture has a positive and significant effect on Employee Performance at the National Research and Innovation Agency (BRIN). The better the organizational culture, the better employee performance will be. This is because organizational culture can affect the psychological factors of employees with each other and become a separate encouragement embedded in employees to continue to contribute their best work to the organization. 2) Work motivation has a positive and significant effect on employee performance at the National Research and Innovation Agency (BRIN). The better the work motivation, the better the organizational performance will be. This shows that with the need for achievement, it can increase work motivation so that employee performance will also increase. 3) Transformational Leadership has a negative and significant effect on Employee Performance at the National Research and Innovation Agency (BRIN). The better transformational leadership, it will reduce employee performance. Transformational leadership is basically a leadership in which the leader changes the values, beliefs,

attitudes, behaviors, emotions, and demands of the followers to be better oriented in the future. However, the transformational leadership at BRIN has not been able to achieve this. Organizational Culture has a positive and significant impact on Organizational Performance at the National Research and Innovation Agency (BRIN). The better the organizational culture, the better the organizational performance will be. Organizational culture has a strong relationship with the uniqueness of the organization, its values, mission, goals, objectives and ways of building shared values. 4) Work Motivation has a positive and significant effect on Organizational Performance at the National Research and Innovation Agency (BRIN). The better the work motivation, the better the organizational performance will be. Work motivation plays one of the most important parts in organizational performance and contributes to the development and prosperity of the organization itself. 5) Transformational Leadership has a negative and significant effect on Organizational Performance at the National Research and Innovation Agency (BRIN). The better transformational leadership will actually reduce organizational performance. Transformational Leadership at BRIN should have an important role in providing policies that strengthen organizational performance. 6) Employee Performance has a positive and significant impact on Organizational Performance at the National Research and Innovation Agency (BRIN). The better the employee's performance, the better the organizational performance will be. Successful organizations need a

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good organizational culture and transformational leaders to provide new things so that they can stimulate employee performance. With good performance from employees, the organization can achieve its success and goals.

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