



The Influence of Transformational Leadership, Transformational Leadership and Organizational Culture on Employee Performance With Job Satisfaction as Moderation at the Fajrul Iman Islamic Boarding School Patumbak Deli Serdang, North Sumatra

Fajar Rezeki Ananda Lubis

Universitas Prima Indonesia

E-mail: fajarrezekianandalubis@unprimdn.ac.id

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ABSTRACT

This study aims to partially analyze the effect of Transformational Leadership and Organizational Culture on employee performance, whether there is a moderating effect of work discipline between the independent variable and the dependent variable at the Fajarul Iman Islamic Boarding School Patumbak Deli Serdang, North Sumatra. where the sample is 32 people, the sampling technique uses the formula by Baley in Mahmud (2011, p. 159) which states that for research using statistical data analysis, the minimum sample size is 30. 32 people were used as research respondents. The variables used in this study were independent variables, moderating variables and dependent variables. In this study the independent variables are Transformational Leadership (X1) and Organizational Culture (X2). The dependent variable is Employee Performance (Y), while the Moderating variable is Work Discipline (Z). Data analysis used multiple linear regression test and path analysis. The results of the study indicate that partially transformational leadership has a significant effect on employee performance and organizational culture has a significant effect on employee performance. Simultaneously, the transformational leadership variable and the organizational culture variable have a significant and significant effect on the employee performance variable. Work discipline as moderation can affect transformational leadership and organizational culture on employee performance at the Fajarul Iman Islamic Boarding School Patumbak Deli Serdang, North Sumatra.

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1. Introduction

Human resources are an important asset that really needs special attention because it is very decisive in the world of education, even in a company, this is a factor that cannot be taken lightly. The success of an organization's growth is not only determined by the output of quality products but also from its success in managing human resources because without quality resources, the organization will not be able to survive in competition, especially in the era of the industrial revolution 4.0. According to Afandi (2018: 83) performance is the result The work achieved by an individual or person in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, does not violate the law and does not conflict with morals and ethics. One of the factors that can affect performance is leadership. The right leadership style is needed to develop a conducive work environment and improve employee performance so that it can be expected to produce high work productivity. Employee performance depends on the leader whose role is to decide, direct and supervise his employees. Therefore, leadership style has a big role in improving employee performance. (Dewi Rosmala, et.al 2017).

An organization is a collection of several people who are organized, mobilized and formally coordinated to achieve a common goal. As an organization's efforts to achieve its goals, the organization must have a leader. In leading an organization, one must have leadership competence, power and authority.

According to Bendhard Tewel (2017: 199) leadership is a process of someone leading, influencing and controlling the thoughts and behavior of individuals under his supervision to do something in achieving the



goals that have been set through the power and authority they have. According to Supartha and Sintaasih (2017: 69) with inappropriate leadership styles or motivating techniques, organizational goals will be neglected and workers can feel annoyed, restless, rebellious and dissatisfied. Approaches to understanding successful leadership focus on what a leader does. The leadership style of a manager will greatly affect the effectiveness of a leader.

The suitability of a leader's leadership style that is felt directly by his subordinates will encourage a subordinate to respond in the form of a willingness to carry out his orders. On the other hand, the incompatibility and incompatibility of the leadership style shown and exhibited by a leader will lead to an attitude of rejection (Robbin in Akbar: 2016)

One of the appropriate leadership styles to deal with change and improve employee performance is transformational leadership style. According to Bass in Yulk (2015: 313) transformational leadership is a condition in which the followers of a leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than was initially expected of them. In principle, transformational leadership plays a role in motivating subordinates to do better than what is usually done, in other words, it can increase the confidence or self-confidence of subordinates which will affect employee performance..

Every organization should have a characteristic that can distinguish it from other organizations and then make it an identity for the organization. According to Suparta and Sintaasih (2017: 114) Culture refers to a system of shared understanding held by all personnel in the organization, which distinguishes the organization from other organizations. This shared understanding system with more careful observation is a series of important characters that become the values of an organization. There is a significant relationship between organizational culture and organizational performance that is considered to determine the ability of an organization to cope with environmental changes, even directly affecting employee performance. Organizational culture is an important contributing factor to the success or failure of a company. In relation to the effectiveness of the achievement of an organizational culture, culture can be a positive or negative force. High performance is the result of a cultural consistency (Zahriyah et.al.

In the results of research on the effect of transformational leadership on employee performance conducted by Yusuf Ronny Edward & Lila Maria (2020), Kuras Purba and Kusman Subidjo (2020), Yunita Noor Azizah, et.al (2020) and I Made Adnyana Putra and Ida Bagus Ketut Surya (2020) found that the transformational leadership variable had a positive and significant effect on employee performance. These results are different from the research conducted by Rizki Wahyuniardi & Heptisa Renaldo Nababan (2018) and Nursepti Aqmarina, et.al (2016) which resulted in an answer that transformational leadership did not have a positive and significant effect on employee performance.

:2015). From the results of the different studies above, it is found that there are gaps and inconsistencies in the results (Research Gap) contained in research that discusses the influence of transformational leadership and organizational culture on employee performance.

To fill this gap , the researcher entered the Moderation variable which serves to determine whether there is an effect of Moderation Satisfaction between the independent variable and the dependent variable . This variable is a variable that can strengthen or weaken the independent variable and the dependent variable, .

Job satisfaction is a positive feeling about an employee's job which is the result of an evaluation of its characteristics. Individuals who have a high level of satisfaction have positive feelings about the work they are doing, while someone who experiences dissatisfaction at work will have negative feelings about their work (Tewald, et.al: 2017: 48). An employee who has positive job satisfaction is expected to maximize all of his abilities and potential competencies to complete the job, so as to produce optimal performance for the organization. This shows that job satisfaction apart from being an independent variable can also be a dependent variable (influenced).

Wibowo (2015:141) argues that job satisfaction is a predictor of performance, because job satisfaction has a moderate correlation with performance. Thus it can be concluded that the level of employee job satisfaction will affect performance. When job satisfaction is achieved

Transformational leadership is one that must be obeyed wherever we work and is an obligation in the workplace where we are obliged to pay attention to employee work discipline so that employee work is more improved than before and employees do not like to do activities that are not important during working hours. According to Sinambela (2018:335) concluded that: Transformational leadership is the awareness and willingness of employees to obey all organizational regulations and applicable social norms. Sutrisno (2019: 86) argues "Discipline shows a condition or attitude of respect that exists in employees towards agency

regulations and provisions". Keith Davis in Mangkunegara (2020:129) argues that "Discipline is management action to enforce organization standards". It can be interpreted Transformational leadership is the implementation of management to strengthen organizational guidelines. Singodimedjo in Sutrisno (2019:86) "discipline is an attitude of willingness and willingness of a person to obey and obey the norms that apply around him and employee discipline greatly affects the goals of the agency". Nadeak (2020: 181) "one way to increase employee work productivity is to have good Transformational Leadership." Dewi and Harjojo (2019: 93) etymologically "Discipline comes from the English discipline discipline which means followers or adherents, teaching, training and so on." While Singodimedjo and Sutrisno in Agustini (2019: 90) "discipline is an attitude of willingness and willingness of a person to obey and obey the norms of the regulations that apply around him". Hasibuan in Rizki and Suprajang (2017) "Transformational leadership is an operative use of human resource management which is important for employee performance to be higher, and good Transformational Leadership is of course the duties and authority given to him. Agustini (2019:81) "Transformational Leadership Rivai in Rizki and Suprajang (2017) "Transformational leadership has several components such as attendance, adherence to work regulations, adherence to work standards, a high level of vigilance, and work ethically". From the description and background above, the researchers took the title to examine: The Effect of Transformational Leadership, Transformational Leadership and Organizational Culture on Employee Performance with Job Satisfaction as Moderation at Fajarul Iman Islamic Boarding School Patumbak Deli Serdang, North Sumatra.

2. Research Methods

Data analysis was performed using multiple linear regression test and path analysis. With SPSS 25, multiple linear regression analysis is used with the intention of predicting how the condition (increase and decrease) of the dependent variable will be, if two or more independent variables as predictor factors are manipulated (increase in value).

a. Stage 1 regression analysis

This first regression analysis is used to determine the effect of Work Discipline, Transformational Leadership and Organizational Culture

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Information :

Y : Employee Performance

a : Constant

X₁, X₂, X₃ : Independent (Work Motivation and Discipline)

b₁, b₂, b₃ : Regression coefficient

e : Error

b. Stage 2 regression analysis.

This 2nd stage regression analysis is to determine the effect of Moderation of Work Stress between Motivation and Motivation and Work Discipline on Motivation

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_1.M + b_5X_2.M + b_6X_3.M + e$$

Information :

Y : Employee Performance

a : Constant

X₁, X₂, X₃ : Independent (Work discipline, Transformational Leadership, Organizational culture)

b₁, b₂, b₃, b₄, b₅, b₆ : Regression coefficient

e : Error

2.1. Uji statistik t

This is done to be able to determine the effect of each independent variable on the dependent variable (Ghozali, 2018: 98). This test is carried out with the criteria if the significance value is <0.05 then the hypothesis is accepted and if the significance value is > 0.05 then the hypothesis is rejected.

2.2. Model Feasibility Test (Statistical Test F)

The F statistical test was carried out with the aim of showing that all independent variables were included in the model that had a joint influence on the dependent variable (Ghozali, 2018: 98). The test criteria used a significance level of 0.05.

2.3. Determinant test

The coefficient of determination (R²) essentially measures how far the model's ability to explain variations in the dependent variable is.

$$KD = r^2 \times 100\%$$

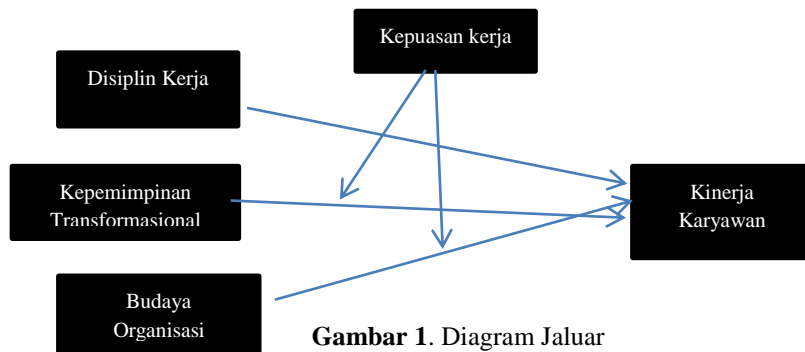
Information:

KD = Coefficient of Determination

R = Correlation Coefficient.

2.4. Path Analysis

Path analysis is a technique developed from multiple linear regression. This technique is used to test the contribution (contribution) indicated by the path coefficient on each path diagram of the causal relationship between variables X1, X2 X3 to Y and its impact on Moderation (Z.) Path analysis is a technique to analyze the causal relationship that occurs in multiple regression if the independent variable affects the variable. The path analysis diagram can be seen in the following image:



Gambar 1. Diagram Jaluar

a. Performance

Hasibuan (2017: 94), states that employee performance is a work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Mangkunegara (2017:9) states that performance is the result of work in quality and quantity that can be achieved by an employee in carrying out tasks in accordance with the responsibilities given to him. According to Sedarmayanti (2017: 260) performance is the result of one's work, an overall management process, where the results of one's work must be shown concrete and measurable evidence. According to Fahmi (2016:137) stating that performance is the result obtained by an organization, whether the organization is profit-oriented, which produces over a period of time.

b. Work Discipline

According to Hasibuan (2016, p.193) discipline is the most important HRM operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good discipline, it is difficult for organizations and agencies to achieve optimal results. 2.2 Motivation. Discipline is obedience to the rules or orders set by the organization. A manager needs a tool to communicate with his employees about their behavior and how to improve it for the better. Work discipline is the most effective communication tool to improve employee behavior. Veithzal Riva'i stated that work discipline is a tool used by managers to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Hartatik, 2014: 183). Discipline is the most important Human Resource Management (HRM) operative function because the better the employee discipline, the higher the work performance that can be achieved. Without good employee discipline, it is difficult for a company organization to achieve maximum results. Good discipline reflects a great sense of responsibility a



person towards the tasks assigned to him. This will encourage morale and the realization of company goals, employees and society. Therefore, every manager always tries to make his subordinates have good discipline. A manager is said to be effective in his leadership if his subordinates are disciplined good (Sinambela,2016: 332).

c. Organizational culture

According to Rivai and Mulyadi (2012, p.374), organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. Robbins and Timoty (2016: 256) state that organizational culture is a system of shared meanings (perceptions) held by organizational members, which distinguishes the organization from other organizations. Mangkunegara (2017:113) which states that organizational culture is a set of assumptions or belief systems, values, and norms developed in organizations that serve as behavioral guidelines for its members to overcome external and internal adaptation problems.

d. Satisfaction

According to Kotler and Keller (2018:138), satisfaction is a person's feeling of pleasure or disappointment that arises from comparing the perceived performance of the product (or result) to their expectations. If performance fails to meet expectations, customers will be dissatisfied. According to Fandy Tjiptono (2014: p.353) the word "satisfaction" comes from the Latin "satis" (meaning quite a lot, adequate) and "facio" (doing or making). something adequate. Howard and Sheth in Fandy Tjiptono (2014: p.353) reveal that customer satisfaction is a cognitive buying situation with respect to the equivalence or disproportionate between the results obtained compared to the sacrifices made. Meanwhile, according to Swan in Fandy Tjiptono (2014: p.353) defines customer satisfaction as a conscious evaluation or cognitive assessment regarding whether the product performance is relatively good or bad or whether the product is suitable or not suitable for its purpose or use. 14 According to Danang Sunyoto (2015: p.140). Consumer satisfaction is one of the reasons where consumers decide to shop at a place. If consumers are satisfied with a product, they are likely to continue to buy and use it and tell others about their pleasant experience with the product. According to sangadji and sopiah (2013: p.181), consumer satisfaction is defined as a condition where consumer expectations for a product are in accordance with the reality received by consumers. If the product is far below expectations, consumers will be disappointed. Conversely, if the product meets expectations, consumers will be satisfied.

- e. According to Soekarso in Kumala & Agustina (2018: 2) the definition of leadership style can be described as follows; 1. Leadership Style is a leader's behavior or actions in influencing members or followers; 2. Leadership style is a leader's behavior or actions in carrying out work tasks. A transformational leadership style is a leader who stimulates and inspires (transforms) his followers for extraordinary things according to Robbins in Emron Edison et al (2016, p.98). Transformational Leadership Style Sudarwan Danim (2009: 59) explains that transformational leadership comes from the word "to transform" which means to transform or change something into a different form. For example, transforming vision into reality, potential into actual, latent into manifest and so on. Thus, the principal can be categorized as applying this rule, if he is able to change the energy of human resources. Salahuddin 49 Transformational leadership according to Terry (Kartono 1998: 38) is an activity to influence people so that they like to try to achieve group goals. According to Ordway Teod in his book "The Art Of Leadership" (Kartono 1998: 38) is the activity of influencing people to work together to achieve the goals they want. Young in Kartono (1998) defines that leadership is a form of domination based on personal abilities that are able to encourage or invite others to do something, based on acceptance or acceptance by the group and have special skills that are appropriate for special situations. The essence of transformative leadership is to turn potential into real energy, transforming institutional potential into energy to improve the quality of learning processes and outcomes. So, principal leadership can be defined as a form (style) that is applied in influencing subordinates consisting of teachers, administrative staff, students, and parents of students.

3. Result and Discussion

3.1 Research result

Analysis of the influence of Work Discipline < Transformational Leadership and Organizational Culture on Employee Performance with Job Satisfaction Moderation.

a. Regresi Model 1

The analysis for the stage 1 regression model is used to determine the magnitude of the effect. Work Discipline variable on Employee Performance variable. The following is the equation for the sub structure:

$$Y = a + b1X1 + b2X2 + b3X3 + e$$

- Information :
- Y : Employee Performance
- a : Constant
- X1, X2 X3 : Independent (Work Motivation and Discipline)
- b1, b2 b3 : Regression coefficient
- e : Error

The results of multiple linear regression partially the effect of work discipline, transformational leadership and organizational culture have a significant and significant effect on employee performance in the first regression.

TABLE 1.
Results of Multiple Linear Regression Regression Model I

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.582 ^a	.338	.329	.89908	

a. Predictors: (Constant), Budaya Organisasi, Kepemimpinan Transformatif

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.657	2	28.328	35.045	.000 ^b
	Residual	110.743	137	.808		
	Total	167.400	139			

a. Dependent Variable: Kinerja Karyawan
b. Predictors: (Constant), Budaya Organisasi, Kepemimpinan Transformatif

From table I it is obtained that R Square = 0.338 or 33.8% which means that the simultaneous relationship between Organizational Culture and Transformational Leadership on Employee Performance has an effect, F count > F table (35,045 > 3,3316) and Sig, Sig table (0.000 < 0.05).

b. Regresi Model 2

The analysis for the regression model stage 2 is used to determine whether there is an influence of Transformational Leadership and Organizational Culture can moderate the independent variable Employee Performance and Organizational Culture on the dependent variable Employee Performance. The following is the equation for the sub structure:

$$Y = a + b1X1 + b2X2 + b3 X1.M1 + b4X2.M2 + e$$

- Information :
- Y : Employee Performance
- a : Constant
- X1, X2 : Independent (Transformational Leadership and organizational culture)
- b1, b2 ,b2,b4 : Regression coefficient
- e : Error



The results of multiple linear regressions Work discipline as a moderator between the independent variables of Transformational Leadership with Employee Performance variables and Organizational Culture Variables on Employee Performance variables can affect it as in Table 2.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.616	.67970

a. Predictors: (Constant), Modersal 2, Kepuasan Kerja, Kepemimpinan Transformasional, Budaya Organisasi, Moderasi I

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.493	5	21.099	45.669	.000 ^b
	Residual	61.907	134	.462		
	Total	167.400	139			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Modersal 2, Kepuasan Kerja, Kepemimpinan Transformasional, Budaya Organisasi, Moderasi I

Before being moderated by R Square work discipline of 0.338 or 33.8% after being moderated R.Square work discipline of 0.630 or 63.0 (From table 2) it can be seen that after work discipline moderation, there is an increase in R.Squar to 0.630, or 63.0% this indicates that work discipline can moderate transformational leadership on employee performance and organizational culture on employee performance can be moderated by work discipline on employee performance.

4. Conclusion

Transformational Leadership Variables on Employee Performance are influential and significant at the Fajarul Iman Islamic Boarding School Patumbak Deli Serdang, North Sumatra. The variable of organizational culture on employee performance is influential and significant at the Fajarul Iman Islamic Boarding School Patumbak Deli Serdang, North Sumatra. The work discipline variable can moderate the relationship between Transformational Leadership and Employee Performance at the Fajarul Iman Islamic Boarding School in Patumbak deli Serdang, North Sumatra.

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