

The influence of transformational leadership styles and organizational culture on organizational performance by application Good governance as a moderation variable at the Kolinlamil Health Office

¹Retiono Kunto, ²Edi Suhardono, ³Arie Ambarwati

^{1'2'3'4}*Master of Public Administration, Faculty of Social and Political Sciences
Hang Tuah University, Surabaya, Indonesia*

Abstract: Organizational performance is one of the benchmarks for achieving work program targets in an organization. Kolinlamil Diskes in addition to being a work unit in the Kolinlamil organization also has a health service function for the general public. Conditions at least the patient's visit attracts the attention of researchers to analyze further whether there is a connection with the factors that affect the performance of the Kolinlamil Diskes. From existing research, there are several factors that affect organizational performance including leadership style and organizational culture. In this study aims to analyze whether there is an influence and how much transformational leadership style, organizational culture with the addition of good governance as a moderation variable on organizational performance, both partially or simultaneously. Quantitative research methods, with a number of samples of 38 respondents. Analysis using multiple linear regression tests and moderated regression analysis (MRA) with the IBM Statistical Package for Social Sciences SPSS 25 version 25 program.

The results of the study proved that there was a positive and significant influence on the transformational leadership style on organizational performance with a significance value of $0.028 < 0.050$. There is a positive and significant influence on organizational culture on organizational performance with a significance value of $0.028 < 0.050$. There was a positive and significant positive influence on transformational leadership style and organizational culture on organizational performance with a R Square value of 43.8 %. It was found that good governance as a moderation variable is not able to strengthen the influence of the relationship between transformational leadership styles on organizational performance. This can be seen from the price of the moderation coefficient which is negative 0.132 with a significance value of $0.080 > 0.050$. While Good Governance as a moderation variable is able to strengthen the influence of organizational cultural relations on organizational performance. There is a positive and significant effect simultaneously good governance as a variable moderation of transformational leadership styles and organizational culture on organizational performance with a R Square value of 57.7%. This shows that Good Governance is not a moderation variable on the relationship of the influence of transformational leadership styles on the performance of the Kolinlamil Diskes Organization. Diskes of Kolinlamil needs to provide space for the emergence of new ideas from staff and members to contribute to organizational development by providing criticism and suggestions for the achievement of organizational goals.

Keywords: Leadership, Transformational, Culture, Performance, Good Governance

Introduction

The organization is a collection of two or more people who have at least one common general goal and provide space for them to actualize their potential in order to realize the same general goal. So that these goals can be achieved together as desired, the organization requires management (Budiyanto & Muchklas, 2020). In the organization there are a collection of individuals who interact with one another. With the background of various different characters and interests, the interaction between individuals forms a pattern of behaviors, all of which will make the characteristics of an organization that must be balanced and harmonized so that ORGANIZATION can continue to exist. Organizational performance is a measurement tool to assess and evaluate success or not the organization's goals. Organizational performance is a picture of the work of an organization in achieving its objectives that are matched by the resources owned by the organization. The resources in question can be in the form of physical such as human and non -physical resources such as regulations, information, and policies. The concept of organizational performance also illustrates that every public organization provides services to the community and can be measured by its performance by using existing performance indicators to see whether the organization has carried out its duties properly and to find out its purpose has been achieved or not.

Performance in an organization is influenced by several things including leadership style, organizational culture and good governance (Hidayat, Kirmizi, & Safitri, 2015; Haerudinor, Utomo, & Humaidi, 2020). Leadership illustrates the relationship between leaders and those led and how to direct led to determine the extent to which achieve the goals or expectations of the leadership. According to Yuki in Mariam (2010), leadership is a process to influence others, to understand and agree with what needs to be done and how the task is carried out effectively, as well as a process to facilitate individual and collective efforts to achieve common goals. The rapidly developing leadership concept is the concept of transformational leadership. Transformational leadership richness is a leader who stimulates and inspires (transforming) his followers for extraordinary things according to Robbins in Emron Edison et al (2016). Transformational leadership based on the principle of developing subordinates (follower development). Leaders develop and direct the potential and ability of subordinates to achieve even beyond organizational goals. The appropriate form of leadership style is applied is a transformational leadership style that is able to foster member motivation to produce optimal performance for the organization. Transformational Leadership Style is a type of leadership style that is more inclined to be implemented, which in giving influence on member motivation by combining transformational elements such as ideal influences, inspirational motivation, intellectual stimulation, individual attention, charismatic, creativity, team orientation, coaching and recognition of members in culture organization.

Organizational culture (corporate culture) is often interpreted as values, symbols that are understood and obeyed together, which is owned by an organization so that members of the organization feel one family and create a different condition with other organizations (Budiyanto, et al, 2020). In the context of organizational cultural values, this means guidelines or trust that are used as a reference in carrying out organizational duties. Good Governance is a good governance and a clean government in an organization that is demanded by the people to obtain transparent and accountable public services in accordance with its principles and can eradicate corruption, collusion, and nepotism. (Djalil, 2014). Good governance as an agreement regarding the regulation of the state created together by the government, the community, and the private sector to realize good governance in general (Sarinah, 2016). The governance paradigm has shifted from government towards government which emphasizes collaboration in equality and balance between the government, the private sector, and the civil society. Public services are a benchmark for the successful implementation of tasks and measurement of government performance through bureaucracy.

The Health Office (Diskes) of the Military Sea Command (Kolinlamil) which is part of the Navy is part of the State Apparatus whose performance is bound by the rules made by the Ministry of Administrative Reform and the Republic of Indonesia Bureaucracy Reform (Ministry of PAN RB). The development of organizational culture in achieving the performance of government officials is regulated in the Ministerial Regulation (Permen) PAN RB RI No. 39 of 2012 dated July 9, 2012 concerning Guidelines for the Development of Work Culture. The RB PAN Permen was made with the aim of: Assisting the development of work culture in the implementation of bureaucratic reform; Assist K/L and local governments to encourage changes in attitudes and behavior of officials and employees in their environment in order to improve performance to accelerate the implementation of bureaucratic reform. In accordance with Kasal Decree No. Kep/45.A/VII/1997 dated July 22, 2005 concerning Principles of Organizations and Procedures of Military Sea Command (Kolinlamil) and their changes, Diskes Kolinlamil is one of the elements of the leadership implementing in charge of helping the Commander of Kolinlamil in the health sector. The form of performance produced is health services both for members of Kolinlamil and also for the general public. In its implementation, as part of government institutions, Kolinlamil Diskes has not been able to do much to provide health services, especially health services to the general public. This can be seen from the lack of community visits to seek treatment at the Kolinlamil Diskes.

Some researchers have tested the influence of leadership and organizational culture on performance. Research conducted by Maryam (2010), Ojokoku (2012), Sitompul (2015), Hairudinor, Utomo, & Humaidi (2020), Lubis (2020) showed that leadership and organizational culture styles both partially or simultaneously affect employee performance. Whereas based on the research of Gemarifannor, Hairudinor, & Arifin (2018) and Putri & Sariyanti (2017) show that the transformational leadership style has no effect on performance. Research Abdullah, Arisanti, & Herlin (2014) and Ulfa (2017) concluded that there was no influence between organizational culture and performance.

With the inconsistent research results conducted by several researchers trying to include good governance as a moderation variable that is possible to be able to strengthen or weaken the relationship between leadership style and organizational culture of performance. The results obtained from Pattisiana research (2011), Pituringsih (2011), Anggiriwan & Wirakusumah (2015) that Good Governance is able to moderate the style of leadership and organizational culture of performance. Whereas in the research of Sudarsana & Budiasih (2019) the results of good governance as a moderation variable are only able to moderate the leadership style and are unable to moderate organizational culture on performance. Based on the description of the problems and research above the writer tries to carry out research which is a replica of research that has been carried out. with

the title "The Effect of Transformational Leadership Style and Organizational Culture on Organizational Performance With the Application of Good Governance as a Moderation Variable in the Kolinlamil Health Office".

Research Method

In this study the research design used was quantitative research. Quantitative research is a type of research that uses data in the form of numbers, Siregar (2013). The type of quantitative research is a type of research whose research data is in the form of numbers and analysis using statistics, Sugiyono (2019). Quantitative research can be interpreted as a type of research based on data in the form of numbers, used to examine in certain populations or samples, collected and analyzed which aims to test the predetermined hypothesis. This type of research conducted is included in the type of explanatory research, which is research that examines the relationship between variables through testing hypothesis previously determined.

To obtain an overview of the existing discussion, the processing of this research is based on primary data from respondents related to the subject matter which is then analyzed using SPSS assistance. Data analysis techniques used in this study are data quality tests, classical assumptions and hypothesis tests whose data calculation and processing uses statistical programs for social science (SPSS) version 25. To measure the validity of the questionnaire, the amount of product moment is known, in this study The formula used adheres to the method of Pearson with the formula:

$$r_{xy} = \frac{N\Sigma XY - (\Sigma X)(\Sigma Y)}{\sqrt{\{N\Sigma X^2 - (\Sigma X)^2\}\{N\Sigma Y^2 - (\Sigma Y)^2\}}}$$

Information :

rx_y = product moment correlation coefficient

X = grain score

Y = total item score

N = number of respondents

Σx² = Number of Squares Value X

Σy² = Number of squares Y value (Sugiyono, 2019)

It is said valid if the value of r count > r table. With SPSS R count value is seen in the Corrected Item-Total Correlation column in the table item-total statistical. For R tables are seen in the table with values adjusted to the level of significance used.

Results and Discussion

In this study there are three variables consisting of two free (x), namely the transformational leadership style for X1, organizational culture for X2, one independent variable, namely the performance of Organization for Y, and one moderation variable good governance for Z. respondents' descriptions and responses to each research variable based on answers from the questionnaire distributed.

1. Descriptive Transformational Leadership Style Variable

The transformational leadership style variable is measured using 5 indicators, each indicator has 2 statement items. The description of the respondent's assessment on the transformational leadership style variable is explained as follows:

Table 1. Descriptive Transformational Leadership Style Variable

Indicator	Item	Answer score					Mean item	Mean indicator	
		SS	S	N	TS	STS			
X1.1	Leadership charisma	A1	11	27	-	-	-	4,28	4,32
		A2	14	24	-	-	-	4,36	
X1.2	Leadership inspiration	B1	18	20	-	-	-	4,47	4,44
		B2	16	22	-	-	-	4,42	
X1.3	Trust	C1	20	18	-	-	-	4,52	4,52
		C2	20	18	-	-	-	4,52	

X1.4	Intellectual stimulation	D1	11	18	8	-	-	4,05	4,11
		D2	15	15	9	-	-	4,18	
X1.5	Individual attention	E1	13	24	1	-	-	4,31	4,26
		E2	12	22	4	-	-	4,21	
Mean Variabel									4,33

Source: Researcher Processed Data (2022)

Table 1 shows the application of transformational leadership styles in the Kolinlamil Diskes is very good. This can be seen from the answer score (mean variable) of 4.33 which is in the range of 4.21 - 5.00 (very good). This transformational leadership style indicator is the highest assessment in trust points with a score of 4.52 while the lowest indicator assessed by respondents is intellectual stimulation with a score of 4.11.

1. Descriptive Organizational Culture Variable

Organizational culture variables are measured using 5 indicators, each indicator has 2 statement items. Description of Respondents' Assessment on Organizational Cultural Variables Explained as follows:

Table 2. Descriptive Organizational Culture Variable

Indicator	Item	Answer score					Mean item	Mean indicator	
		SS	S	N	TS	STS			
X2.1	Self-awareness	F1	26	12	-	-	-	4,68	4,67
		F2	25	13	-	-	-	4,65	
X2.2	Aggressiveness	G1	23	15	-	-	-	4,60	4,61
		G2	24	14	-	-	-	4,63	
X2.3	Personality	H1	27	11	-	-	-	4,71	4,72
		H2	28	10	-	-	-	4,73	
X2.4	Performance	I1	18	18	2	-	-	4,42	4,26
		I2	8	26	4	-	-	4,10	
X2.5	Team orientation	J1	12	26	-	-	-	4,31	4,44
		J2	22	16	-	-	-	4,57	
Mean Variabel									4,54

Source: Researcher Processed Data (2022)

From the table above it can be seen that the application of organizational culture in the Kolinlamil Diskes is very good. This can be seen from the average score of all variables of 4.54 which is in the very good category. The highest indicator assessment is personality points with a score of 4.72. While the lowest category assessment is performance point with a score of 4.22.

1. Descriptive Organizational Performance Variables

Organizational performance variables are measured using 5 indicators, each indicator has 2 statement items. The description of the respondent's assessment on the organizational performance variable is explained as follows:

Table 3. Descriptive Organizational Performance Variables

Indicator	Item	Answer score					Mean item	Mean indicator	
		SS	S	N	TS	STS			
Y.1	Productivity	K1	10	19	9	-	-	4,02	4,03
		K2	11	18	9	-	-	4,05	
Y.2	Service quality	L1	23	10	11	-	-	4,34	4,19
		L2	16	8	14	-	-	4,05	
Y.3	Responsiveness	M1	8	17	13	-	-	3,86	3,92
		M2	9	19	10	-	-	3,97	
Y.4	Responsibility	N1	21	17	2	-	-	4,71	4,78

		N2	21	17	4	-	-	4,86	
Y.5	Accountability	O1	24	14	-	-	-	4,63	4,60
		O2	22	16	-	-	-	4,57	
Mean Variable									4,31

Source: Researcher Processed Data (2022)

The score value of organizational performance variables included in the very category of 4.31. The highest score is at the point of responsibility with a score of 4.78. And the lowest score on responsiveness with a value of 3.92 which is in the good category.

1. Descriptive variable good governance

The good governance variable is measured using 5 indicators, each indicator has 2 statement items. The description of the respondent's assessment on the good governance variable is explained as follows:

Table 4. Descriptive variable good governance

Indicator		Item	Answer score					Mean item	Mean indicator
			SS	S	N	TS	STS		
Z.1	Transparency	P1	12	20	6	-	-	4,15	4,17
		P2	13	19	6	-	-	4,18	
Z.2	Accountability	Q1	19	19	4	-	-	3,26	3,67
		Q2	13	15	10	-	-	4,07	
Z.3	Responsibility	R1	9	20	9	-	-	4	4
		R2	7	24	7	-	-	4	
Z.4	Independence	S1	18	20	-	-	-	4,47	4,44
		S2	16	22	-	-	-	4,42	
Z.5	Fairness and equality	T1	16	20	2	-	-	4,36	4,39
		T2	17	20	1	-	-	4,42	
Mean Variable									4,13

Source: Researcher Processed Data (2022)

Assessment of Good Governance Score as a whole is included in the good category with a score of 4.13. The highest value is the independence point with a score of 4.44 and the lowest value is in the accountability point with a score of 3, 67.

1. Data Analysis

This study begins with testing the validity and reliability of the questionnaire. This test is the initial stage that tests the questionnaire items filled by respondents. The significance value used is 5%.

5.1. Validity test

The validity test was carried out to determine the validity of the questionnaire in collecting data. The validity test in this study uses the Bivariate Person correlation formula with the SPSS program version version 25. The questionnaire item is said to be valid if the price of $R_{Count} > R_{table}$ at a significance value of 5%. From this output it can be seen the correlation value between each item and the total item. This correlation value is compared to R table. R Table is sought at a significant 5% or 0.05 with N at 38 a value of 0.320. From the value of the validity test results of the table-tables show that the value of the $R_{Cal Count} >$ from the R_{Table} . Therefore it can be concluded that all items in the questionnaire in this study are valid and can be used as research instruments.

1.2. Reliability test

The reliability test is used to find out. The reliability test in this study uses the Alpha formula. The significance test is carried out at level $A = 0.05$ or 5%. The instrument in the reliable said if the Cronbach Alpha value > 0.6 . From the test results obtained the value of Cronbach Alpha on the variables of transformational leadership styles, organizational culture, organizational performance and good governance greater than 0.6. So it

can be concluded that all question items in this questionnaire are reliable or consistent and can be used as research instruments.

5.2. Classic assumption test

1) One sample KS normality test results, the normality test aims to determine whether the residual value is normally distributed or not. To find out the residual normality of data can be seen from: Normal P-P Plot, Scatterplot and the Significance Value of the Kolmogorov-Smirnov Test Results. The residual value is said to be normally distributed if: Data distribution tends to collect in the diagonal in normal P-P Plot, the distribution of data forms a random pattern on scatterplots, and the significance value > 0.05 results from the Kolmogorov-Smirnov test. To find out normality can also be seen from the results of the Kolmogorov-Smirnov test. From the results of the output results it is known that the significance value (asym. Sig.2-tailed) in the Kolmogorov-Smirnov test is $0.053 > 0.05$ so it can be concluded that the data is normally distributed; 2). Heteroscedasticity Test, Heteroscedasticity Test aims to test whether the regression model is the inequality of variance from one observation to another observation. In this study test heteroscedasticity using a glacier test. If the significance value between the independent variable and the absolute residual of more than 0.05 , then there is no heteroscedasticity problem. Based on the results of the test table value above obtained the significance value of the transformational leadership independent variable (X1) $0.173 > 0.05$ and the significance value of the organizational cultural variable (X2) $0.214 > 0.05$. So it can be concluded that there is no heteroscedasticity; 3). Multicollinearity Test, the purpose of multicollinearity test is to find out whether intercoleration (strong relationship) occurs between the independent variable (X). To find out whether or not multicollinearity happens is to look at the tolerance and VIF (Variance Inflation Factor) values. The requirement not to occur multicollinearity is if the value of $T > 0.1$ and VIF value < 10 . A good regression model if no multicollinearity occurs. From the results of the analysis obtained for the transformational leadership style variable (X1) has a tolerance value of $0.621 > 0.1$ and a VIF value of $1,611 < 10$. The value for the Organizational Cultural Variable (X2) obtained a tolerance value of $0.621 > 0.1$ and the VIF value $1,611 < 10$. From the above values it can be concluded that there is no multicollinearity.

5.3. Hypothesis testing

5.3.1. Multiple linear regression,

After the data graduated from the classical assumption test step followed by regression analysis and hypothesis testing. In this study there are two independent variables namely Transformational Leadership Style (X1) and Organizational Culture (X2), one dependent variable of organizational performance (Y) and one variable moderation of Good Governance (Z). To see the effect of the leadership style variable (X1) and organizational culture (X2) on organizational performance (Y), multiple regression analysis is used. The conclusion: 1). Constant of $-8,259$; This means that if the transformational leadership style (X1) and the organizational culture (X2) value are 0, then the organizational performance has its value of $-8,259$ In other words the minus sign on the organizational performance constants has a declining meaning due to the variables of transformational leadership styles (X1) and organizational culture (X2) has not affected organizational performance; 2). Regression coefficient of Transformational Leadership Style Variable (X1) of 0.594 means that if other independent variables are fixed and transformational leadership styles (X1) have increased 1 time, then organizational performance (Y) has increased by 0.594 with the assumption that organizational culture (X2) There is no change or constant. The coefficient of positive value means that there is a positive relationship between the transformational leadership style (X1) and the organizational performance (Y) the better the transformational leadership style is applied, the increasing performance of the Kolinlamil Diskes Organization; 3). The regression coefficient of organizational culture variables (X2) of 0.551 means that if other independent variables are fixed and organizational culture (X2) has increased 1 time, the organizational performance (Y) has increased by 0.551 with the assumption that the transformational leadership style (X1) does not change or constant. The coefficient of positive value means that there is a positive relationship between organizational culture (X2) and organizational performance (Y) the better the organizational culture is applied to the increasing performance of the organizational Diskes Kolinlamil.

5.3.2. T test (partial testing)

For hypothesis test 1 (H1) and hypothesis 2 (H2) using the T test. The T test aims to find out how the influence of each independent variable (x) on the dependent variable (Y) partially (separately). If the analysis results show a significance value > 0.05 and t value $< t$ table then there is no partial effect of the independent variable on the dependent variable. Conversely, if the significance value is < 0.05 and the value of t count $> t$ table means that there is a partial effect of the independent variable on the dependent variable. The hypothesis 1 (H1) in this study is that there is a partial significant influence on transformational leadership styles on the

organizational performance of the Kolinlamil Health Office. While hypothesis 2 (H2) is a partial significant influence on organizational culture on the performance of the Kolinlamil Diskes.

From the analysis results obtained the calculation value of the transformational leadership force variable (X1) of 2.288 and while t table at a 95% confidence level 5%: $2 = 2.5\%$ (2-sided test) and free degree (df) = $n - k - 1 = 38 - 2 - 1 = 37$ where n = number of samples, and k = number of variables, the results of the table reading are obtained for the t table value of 2.026. Thus $t \text{ count} = 2,288 > t \text{ table} = 2.026$ and a significance value of $0.028 < 0.05$. Based on the above analysis it was concluded that the partial transformation leadership style had a significant effect on the performance of the Kolinlamil Diskes Organization, the Null Hypothesis (H0) was rejected and H1 was accepted, namely there was a partial significant effect of transformational leadership style on the performance of the Kolinlamil Diskes. Meanwhile, for the Organizational Cultural Variable (X2) obtained the value of t count of $2.293 > t \text{ table} = 2.026$ and the significance value of $0.028 < 0.05$. Based on the analysis above it was concluded that partial organizational culture had a significant effect on the performance of the organizational Diskes Kolinlamil. The zero hypothesis (H0) was rejected and H2 was accepted, namely there was a partial significant influence on organizational culture on the performance of the Kolinlamil Diskes.

5.3.3. Determination Coofisian Test (R Square)

This coefficient of determination shows how much the percentage of independent variables used in the model is able to explain the dependent variable. $R^2 = 0$ then the variation of the independent variables used in the model does not explain the slightest variable variable of the dependent variable. Conversely, if $R^2 = 1$ then the variable variations used in the model explain 100% of the variable variables of the dependent variable. Based on the results of the SPSS output above the R Square value is 0.438 or 43.8 %, thus it can be concluded that the transformational leadership style variable and organizational culture of the organizational performance variables 43.8 % or the variation of the independent variables used in the study is able to explain 43.8 % against the dependent variable. While the rest is influenced by other variables outside the study.

5.3.4. Test f

Simultaneous or joint significance test (statistical test F) Before the moderation variable produced F count of 13.649. In free degrees 1 (df1) = number of variables-1 = $3 - 1 = 2$, and free degree 2 (df2) = $n - k - 1 = 38 - 2 - 1 = 37$, where n = number of samples, k = number of independent variables, the value of F table at the level of confidence in the significance of 0.05 is 3.25 Thus $F \text{ count} = 13.649 > F \text{ table} = 3.25$ with a significance level of 0.000. Because the probability of significance is much smaller than $\text{sig} < 0.05$, the hypothesis 3 (H3) is accepted. The regression model can be used to predict organizational performance in the Kolinlamil Diskes or in other terms that before the existence of a moderation of transformational leadership style (X1), and organizational culture (X2) together (simultaneously) affect the organizational performance at the Kolinlamil Diskes.

5.3.5. MRA test

To test the H4 and H5 hypotheses about the Z moderation variable using the test method with the MRA. Hypothesis 4 (H3) is that Good Governance can strengthen the influence of transformational leadership styles on the performance of Kolinlamil Diskes. While the hypothesis 5 (H4) is that good governance is able to strengthen the influence of organizational culture on the performance of Kolinlamil Diskes. F test to determine whether simultaneously the independent variable is able to explain the dependent variable well or whether the independent variable together has a significant effect on the dependent variable. If the constant value (α) shows a positive value of 17.596 meaning that if the variables of transformational leadership styles, organizational culture, and good governance are declared constant at 0, the organizational performance will increase by 17,596 units. The moderate coefficient value between the transformational leadership style and good governance is negative 0.132. This shows that good governance is unable to moderate transformational leadership styles in influencing organizational performance. The value of the organizational cultural coefficient with good governance is positive 0.143. This shows that Good Governance is able to moderate organizational culture to improve organizational performance.

From the data analysis obtained the results of the significance value of the interaction variable between the independent variables of transformational leadership (X1) with the moderation variable of good governance (Z) of 0.080 and this means > 0.05 so it can be concluded that the moderation variable of good governance is unable to strengthen the effect of the independent variable force Transformational Leadership (X1) of the Organizational Performance Dependent Variable (Y), so that the hypothesis 4 (H3) is rejected. While the significance value of the organizational cultural variable is $0.048 < 0.05$ so it can be concluded that the moderation variable of good governance is able to strengthen the effect of the organizational culture

independent variable (X2) on the dependent variable of organizational performance (Y), hypothesis 5 (H4) is accepted.

2. Discussion of research results

From the results of research conducted on 38 internal respondents, after analyzing the data obtained the results of the influence of each transformational leadership style variable, organizational culture on organizational performance which is proof of hypotheses H1, H2 and H3. While the results of the implementation of the moderation of good governance variables on the influence of transformational leadership style variables, organizational culture on organizational performance is proof of hypotheses H4 and H5 with the following results:

6.1. The influence of transformational leadership style on organizational performance

Based on data analysis processing using SPSS version 25, the results of the value of T arithmetic value of transformational leadership style (X1) are greater than t table and significance value below 0.05. Based on the results of the data analysis, the first hypothesis (H1) is accepted and proves that the transformational leadership style has an influence on organizational performance. With the right leadership style can affect organizational performance so that the organization can be run more optimally in achieving goals. The results of this study were supported by research findings conducted by Ojokuku (2012), Beluhu (2020), Pituringsih (2011) and Anggudiawan, et al (2015) which revealed that transformational leadership styles have an important role in organizational performance. Organizational management can run well and smoothly if organizational leaders are able to play a role in paying attention and solving certain situations that are being faced and able to be analyzed by themselves.

6.2 Effects of Organizational Culture on Organizational Performance

From the processing of data analysis obtained the results of the value of t count the organizational cultural variable (X2) greater than t table and significance value below 0.05. Based on the results of the data analysis the second hypothesis (H2) is accepted and shows the results that organizational culture has an influence on organizational performance. Organizational culture has a positive effect on organizational performance, because the better the quality of culture in an organization will further improve the performance of the organization. The results of this study are in line with research by Ojokuku (2012), Beluhu (2020), Pituringsih (2011) and Anggudiawan, et al (2015) that organizational culture has an important role in advancing organizational performance. The results of this study support the theory of organizational behavior (organizational behavior) which studies the impact of individuals, groups and groups on the emergence of various behaviors in the organization with the aim of increasing organizational effectiveness.

6.3. The effect of transformational leadership and organizational culture simultaneously on organizational performance

From the processing of data analysis obtained the results of the calculated F value greater than the F table. Based on the results of the data analysis the third hypothesis (H3) is accepted and shows the results that the transformational leadership style and organizational culture simultaneously have an influence on organizational performance. Organizational culture has a positive effect on organizational performance, because the better the quality of culture in an organization will further improve the performance of the organization. The results of this study are in line with research by Ojokuku (2012), Beluhu (2020), Pituringsih (2011) and Anggudiawan, et al (2015) that the application of transformational leadership styles together with organizational culture will advance organizational performance. Transformational leadership style and organizational culture are very dependent phenomena with one another. Every aspect of the leadership style eventually forms an organizational culture. The growth of leadership style is triggered by an important role of organizational culture. The higher the quality of leadership the better the perception of each member regarding organizational culture which will ultimately improve organizational performance.

6.4. The moderation variable of good governance on the influence of transformational leadership styles on organizational performance

From the processing of data analysis obtained results in the summary model of the coefficient value and the significance of the implementation of the good governance moderation variable on the influence of transformational leadership styles on organizational performance. The coefficient value obtained is negative and its significance exceeds 0.05. Based on these data, it was concluded that the fourth hypothesis (H4) was rejected and showed that good governance was unable to moderate or not as a variable moderation of the influence of transformational leadership styles on organizational performance. The average value of intellectual stimulation

indicators in the lowest position of the five indicators of the assessment of transformational leadership styles. Whereas in good governance, the value of the accountability indicator has the lowest average value of the five indicators. Intellectual stimulation is related to the ideas of members of the organization and accountability related to transparency, under certain conditions have not been optimally implemented. Accountability has been implemented quite well that can be seen from a pretty good average value. However, with certain conditions it does not affect the implementation of transformational leadership styles. This is related to the Diskes of Kolinlamil as a military institution which in certain cases in achieving the target of organizational activities is not entirely determined by itself. There are several conditions that are in such a way that the target set is the top command target that must be fulfilled, so that in its achievement the system applied is a military system. In terms of conditions like this the principles of good governance cannot be fully applied.

6.5. The moderation variable of good governance on the influence of organizational culture on organizational performance

From the processing of data analysis obtained results in the summary model of the coefficient value and the significance of the implementation of the good governance moderation variable on the influence of organizational culture on organizational performance. The coefficient value obtained is positive and the significance is less than 0.05. Based on the results of the analysis the fifth hypothesis (H5) is accepted and shows that good governance is able to moderate the influence of organizational culture on organizational performance. Good Governance is a management controller in carrying out organizational operational activities that have implications for improving organizational performance. This shows that the application of good governance in management will affect the organization that has implemented cultural values in the organization. The good quality of culture in organizations will have a direct impact on organizational performance that will facilitate work in the organization, so that it can cause increased organizational performance. The results of this study were supported by research findings conducted by Pituringsih (2011) and Anggudiawan, et al (2015) which concluded that the application of Good Governance was able to increase the influence of organizational culture in organizational performance.

Conclusion

Based on the data and test results that have been carried out using multiple and MRA linear regression tests in the previous discussion, conclusions can be taken as follows: 1. Transformational leadership richs have a positive effect on organizational performance. Transformational leadership style can affect subordinates to work optimally to make changes in the organization, this will affect the organizational performance; 2. Organizational culture has a positive effect on organizational performance. This means that the better the quality of culture in an organization will improve the organization's performance. Organizational culture that is well implemented and reflects the norms adopted together by members and becomes the basis of references in organizational activities, so that it ultimately has an impact on improving organizational performance; 3. Transformational leadership styles and organizational culture simultaneously can positively affect organizational performance. The higher the quality of leadership the better the perception of each member regarding the organizational culture which will ultimately improve organizational performance; 4. Good Governance is not able to strengthen the influence of transformational leadership styles on organizational performance. Diskes of Kolinlamil which is a military organization in certain conditions that have been set by the command in the form of orders so that the application of good governance does not affect the transformational leadership style in organizational performance; 5. Good governance is able to strengthen the influence of organizational culture on organizational performance. This shows that good governance is able to improve organizational performance where organizational cultural values have been applied to these organizations.

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