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The Influence of Organizational Culture and Transformational Leadership on South Sulawesi Provincial Education Office Employees' Work Behavior

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Abtract

This study aims to examine how organizational culture and transformational leadership affect employee work behavior at the South Sulawesi Province's education office. The study employed a quantitative survey methodology, and the data sample came from a survey given to the South Sulawesi Provincial Education Office workers. Equation models for linear regression were used to examine the data. According to the findings, organizational culture and transformational leadership both significantly influenced how South Sulawesi Provincial Education Office personnel behaved at work.

Keywords: Leadership, Transformational Leadership, Organizational Culture, Work Behavior

INTRODUCTION

The education sector has an important role to play in developing the foundations of the nation in order to develop Indonesian society to be smart, resilient and able to compete in the era of free market and the era of industrial revolution 4.0. The success of the education sector, of course, is not only the responsibility of educators but also

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teamwork from various elements to share roles and responsibilities in developing this sector.

One of the determinants of institutional success is the role of employees. Employees are human workers who are always needed because they are one of the key assets to achieve organizational goals (Wijaya, 2007). Employees who are directly mobilized by managers as executors of work can produce work that can achieve organizational goals "(Munasef, 2005). Departing from this point of view, it can be said that employees are the main pillars of the success of an institution, not only for government institutions but also for the private sector. Human behavior, particularly work behavior—some even refer to it as work behavior as motivation, routines, and work culture—determines every aspect of work life.

Based on the understanding of work behavior, it can be said that work behavior is work ability and employee behavior where what they show is action in performing the tasks available in their workplace.

One of the variables that the business or institution needs to appropriately manage is work behavior.This management needs to be done professionally so that it is easy to understand and explain the events that take place in the organization, in addition it is easy to develop a way of thinking about the events that exist in the organizational environment According to Pusparani, (2013) Work behavior uses personality, self-esteem, self- monitoring, and a tendency to take risks. Work behavior is more specific to the personality tree, because the personality uses a person's behavior. Characteristics of change are feelings of shame, aggression, obedience, laziness, ambition, loyalty, and the nature of fear and shame.

When these features are displayed frequently in many contexts, they are referred to as personality traits. The more frequently and consistently these traits appear in a range of contexts, the more frequently they are referred to as behaviors. These characteristics can be both positive and negative. Positive traits will benefit the company in achieving its goals, but on the other hand, negative traits will be detrimental to the company.

Sinamo (2002) asserts that there are eight paradigms of work behavior that can serve as the foundation for success at the individual, organizational, and social levels, including: Working truly, properly, diligently, seriously, imaginatively, wonderfully, and

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with perfection.

The success of the problem is not only supported by the role of its members / officers, however, the leadership position is as crucial, as it has a significant impact on the organization's success or failure (Thoha, 2004). According to Robbins (2002), each individual's work behavior is a trait and behavior that may be discovered in a company's leadership dynamics.

However, cultural shifts and environmental changes influence leadership dynamics, as in the era of globalization, transformative leadership has changed the leadership paradigm toward the consideration of core competencies that can be competitive in the global market This concept of leadership offers a holistic perspective of change. According to Sudarwan, (2005) the term transformational comes from the word to change, which means to change or transform something into a different form. Transformational leadership is one of many leadership theories that are believed to bring fresh air to organizational change. Moreover, in the era of the Industrial Revolution 4.0, every organization needs leaders who have the ability to change towards the digitization of organizational structures and systems, able to lead and change the mentality and behavior of followers for the better by showing and encouraging them to do something that seems impossible to be real

Leaders like these are asked to continue to improve ESQ and enrich their leadership traits by mentally developing, social resilience, self-reliance, and incorporating their aggression into initiative, character assertion, confidence in their competencies and fostering awareness of their subordinates by directing ambitions with higher moral values. Even a transformational leader has the capacity to uplift and encourage his followers to achieve outcomes that go above and beyond expectations. This kind of leadership approach can inspire followers to go above and beyond what is asked of them and to trust and respect their boss (Hakim, 2019).

Although there is no one leadership style that is the best and applies universally to all situations and environments, the essence of leadership is how someone is able to influence, dare must lead by example, take risks when making judgments, and persuade others that the choices they make will help them reach the collectively agreed-upon objectives. When Stoner (1986), explains that leadership is the process of controlling and directing all actions connected to group members' tasks.. One of the

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characteristics of transformational leadership is that it makes people act on behalf of the collective interest of the group or community (Robert, 2007). In addition, it is able to develop a closer relationship between the leader and his followers that is based on trust and commitment. (Mondiani, 2012).

Although research by Wardhani & Gulo (2017) claims that transformational leadership has no effect on workplace behavior, research on the relationship between transformative leadership and work culture, including that by Parashakti, et. al. (2016), found that the variables of transformational leadership and organizational culture significantly affected employee innovation behavior. According to Kusumawati's (2015) study, Islamic leadership style has a substantial impact on Islamic workplace behavior.

Organizational culture is another factor that might affect how people behave at work. Culture sets society apart from one another in terms of how to interact and behave in order to carry out a task. Culture unites members of organizational groups into a single point of view in order to create uniformity of behavior or action, so over time, culture must be formed in the organization. The benefits can also be felt because culture contributes to overall organizational effectiveness.

Siagian (2002), say Organizational culture is a set of common values that members acquire and use to distinguish one company from another. On the other side, organizational culture is frequently seen as a fundamental idea that directs both customers and employees. Schein claims that organizational culture is an archetype that companies adopt in order to act and solve issues, create workers who can adapt to their surroundings, and bring together organizational members. Because of this, it needs to be taught to all members, especially new members, as the proper approach to research, consider, and experience the issues at hand. In keeping with Robbins' (1996) assertion that organizational culture is a shared understanding among its members.

According to Cushway and Lodge (2000), organizational culture is a set of guiding principles that affects how work is carried out and how people act. It may be inferred that the organizational value system followed by members of the organization, which therefore influences how they work and behave, is what is meant by organizational culture in this study.

Along with technological developments and facing the era of the industrial revolution 4.0, it requires employees to work quickly and precisely, but a work culture

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that has been rooted and has become a habit is not easy to leave because employees are used to and have mastered and become the system of their work. Such a work culture creates a disciplined work behavior for its employees. So it can be said that work culture can influence employee work behavior. Pusparani (2013) Although the development of technology and information (IT) forces employees to migrate and submit to new methods and regulations. This is sometimes difficult to change, so this is the task of the transformational leadership model, how to play a role in changing employee work behavior with various approaches

The purpose of this study is to analyze the relationship between transformational leadership, workplace culture, and employee behavior at the Provincial Education Office. Sulawesi, South Want to demonstrate the impact of work culture on employee behavior, demonstrate the impact of transformational leadership on employee behavior, and demonstrate the relationship between these factors at the Office of Education and Culture of South Sulawesi Province.Based on the background, the research hypothesis is as follows:

H1: It is suspected that there is an influence between transformational leadership on employee work behavior

H2: It is suspected that there is an influence between organizational culture on employee work behavior

H3: It is suspected that there is an influence between transformational leadership and organizational culture on employee work behavior

METHOD

This style of research explains and emphasizes the relationships between the variables under study while also testing the hypotheses that have been put forth. As a result, the sort of research is explanatory research. This study will describe how organizational culture and transformational leadership affect employee work behavior in the South Sulawesi Provincial Education Office. Based on the Krejcie Morgan table, the population in this study consisted of 260 workers at the South Sulawesi Provincial Education Office. Only 130 people, or 50%, provided feedback.

A Likert scale was employed as the measurement scale in this investigation. The Likert scale is used to gauge an individual's or group's attitudes, beliefs, and perceptions

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on social issues. Utilizing multiple linear regression analysis, the data were examined. When two or more independent variables (X) change as predictor factors, multiple regression analysis is used to forecast how the dependent variable (Y) will change. Therefore, if there are at least two independent variables (X), multiple regression will be performed (Sugiyono, 2008).

RESULTS

As many as 83.2% of respondents rated transformational leadership at the Provincial Education Office. Sulsel is a good product. Employee satisfaction with the applied transformational leadership style is indicated by the results of these respondents' responses in relation to the influence of idealism, inspirational motivation, intellectual stimulation, individual consideration, innovation, coaching / mentoring, honesty, and strong stance shown by the leadership to their employees. As many as 9.5% of respondents stated that transformational leadership is very good. This means that the influence of idealism, inspirational motivation, intellectual stimulation, individual consideration, innovation, coaching / mentoring, honesty and a strong stance given by the leadership to employees is very good. However, there were still 7.3% of respondents who stated that transformational leadership was not implemented well. Therefore, leaders must be able to convince employees that the transformational leadership they apply is able to direct and motivate employees to work harder and achieve goals that have never been achieved before so that they can make a positive contribution to employee work behavior.

As many as 6.4% of respondents stated that the organizational culture applied in the institution has not been able to be implemented properly. This means that the organizational culture has not been fully embodied in employee work behavior

As many as 68.7% of respondents stated that the organizational culture that is applied is quite understood and can be manifested in the work behavior of employees. This means that the existing work culture can be manifested in employee work behavior, even though it is not optimal

The very satisfied category means that the organizational culture is aligned with employee work behavior. Based on the table above, it can be seen that 24.9% of respondents stated that organizational culture has been applied and manifested in

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employee work behavior properly.

As many as 73.8% have a good level of work behavior, meaning that they have good social relationships (leaders and colleagues), expertise, good work motivation and have good self-confidence. Very high category means that the employee's work behavior is very good

As many as 17.7% of respondents stated that their work behavior is quite high. This means that they have good work behavior such as having good social relationships (leadership and fellow co-workers), expertise, good work motivation and having good self-confidence, even though it is not optimal.

It turns out that employees' work behavior is still not optimal, namely in the average category of 8.5% of respondents. This proves that work behavior is not optimal so that leaders need to direct and motivate employees more so that they can show good work behavior

The results of the analysis show that the correlation coefficient (r) or the degree of closeness of the relationship between transformational leadership variables and organizational culture is 0.330. Based on the correlation coefficient interpretation table, the r value of 0.330 lies in the less strong interval. So it can be said that the strength of the association (relationship) is linear between transformational leadership variables and organizational culture variables in the weak category

Simple linear regression analysis produces a regression coefficient of transformational leadership variable (X1) of 0.321. From the analysis, the coefficient of determination (R square) was 0.141 or 14.1%. This means that the influence given by the transformational leadership variable on the organizational culture variable is 14.9%, while the remaining 85.1% is influenced by variables other than transformational leadership.

The value of t count shows a number of 3,931 while the value of t table is 1.9824. The value of t is greater than t table, so Ho is rejected and Ha is accepted, so it can be concluded that the transformational leadership variable (X1) has a significant effect on organizational culture (Y). Thus the first hypothesis which says "It is suspected that there is an influence between transformational leadership on organizational culture" is accepted.

This correlation test is used to determine whether or not the relationship between

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organizational culture variables and employee work behavior at the South Sulawesi Provincial Education Office is strong. From the results of the SPSS calculation, the correlation coefficient (r) or the degree of closeness of the relationship between organizational culture variables and work behavior is 0.372. Based on the correlation coefficient interpretation table (table 3.52), the r value of 0.387 lies in the less strong interval. So it can be said that the strength of the linear association (relationship) between the variables of organizational culture and the work behavior of employees at the Education Office of South Sulawesi Province is less strong.

The regression coefficient for the organizational culture variable (X2) is 0.273. From the analysis, the coefficient of determination (R square) is 0.148 or 14.8%. This means that the influence given by the organizational culture variable on employee work behavior is 14.8%, while the remaining 85.1% is influenced by variables other than organizational culture variables.

The value of t count shows a number of 4.124. The value of t count> t table, namely 4.124> 1.9705 so it can be concluded that organizational culture (X2) has a significant effect on work behavior (Y).

From the calculation of SPSS, it is found that the correlation coefficient (r) or the level of closeness of the relationship between transformational leadership and organizational culture simultaneously with work behavior variables is 0.541. In the guideline table for the interpretation of the correlation coefficient, the results of these calculations lie at sufficiently strong intervals, so it can be said that the strength of the linear association (relationship) between transformational leadership variables and organizational culture simultaneously on employee work behavior variables is strong enough. To test the influence of independent variables consisting of transformational leadership and organizational culture simultaneously (collectively) on work behavior, multiple linear regression tests were used. The multiple linear regression equations formed in the statistical test of transformational leadership and organizational culture simultaneously on employee work behavior are: Y = 0.334X1 + 0.297X2.

To determine the percentage (%) of the influence between transformational leadership (X1) and organizational culture (X2) on work behavior (Y) using the coefficient of determination (R Square), where the figure is 0.299, which means that transformational leadership and organizational culture affect work behavior. equal to

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0.299 x 100% = 29.9%. While the remaining 100% - 29.9% = 70.1% is influenced by other variables besides transformational leadership and organizational culture.

DISCUSSION

In any institution or group, leadership is crucial. Because without effective leadership, an organization will not function successfully and employee behavior is challenging to manage effectively as well. The philosophy of transformational leadership is particularly effective at altering the attitudes and behaviors of team members or employees.

Transformational leadership is frequently equated with charismatic leadership, which always prioritizes positive interactions between managers and employees. According to Nardo et al. (2018), transformational leadership is the capacity to enthuse and compel followers to beyond expectations.

The South Sulawesi Provincial Education Office's transformational leadership practices are generally rated as excellent, demonstrating that the leadership has adopted and put into practice the kind of transformational leadership related to indicators of the influence of idealism, inspirational motivation, intellectual stimulation, individual consideration, innovation, coaching / mentoring, and honesty. However, when viewed from the main table of transformational leadership variables, there are still 8 (8.1%) respondents who think that transformational leadership is still lacking, this is related to indicators of individual consideration / personal attention of leaders towards subordinates, coaching or assistance from leaders who shown leadership in every action

Employee work behavior is positively and significantly impacted by transformational leadership factors. Employee attitudes improve in direct proportion to the quality of transformational leadership provided to them, and vice versa. In line with earlier research by Parashakti et al. (2016), which shown that transformational leadership had a favorable impact on employee work behavior.

Organizational culture has a positive and significant effect on employee work behavior. That the organizational culture owned by employees is able to give its own impression and message in individual employees. Employees who have understood the organizational culture well are able to show better work behavior. This is reflected in individual actions to work as well as possible for the organization (Soetjipto, 2002)

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After knowing the transformational leadership and organizational culture in the South Sulawesi Provincial Education Office, it is important to know the behavior of employees. Because work behavior is the result of what is displayed / manifested by employees. When viewed from the main table of employee work behavior variables, most of the work behavior falls into the high work behavior category. This shows that the indicators of work behavior have been carried out in accordance with what is desired related to social relationships, expertise, initiative and employee work motivation.

However, there are still 8 (8.1%) respondents whose work behavior is still in the average category. This is related to the indicators of initiatives undertaken by employees. Even though the organizational culture they receive from the institution is in the satisfactory category with the impact of good transformational leadership.

Organizational culture and transformational leadership both have an impact on how employees behave at work. According to the findings of numerous linear regression studies, transformational leadership and organizational culture together have a favorable and significant impact on employee behavior. Thus, if the leader successfully employs transformational leadership, the employee's work behavior will also improve.

Likewise, the organizational culture in the form of innovation and team work has been well implemented and has been shown in the work behavior of employees in carrying out their jobs. This can also be seen from the cross table between organizational culture and employee work behavior, although there are still employee work behaviors that are not fully supportive.

CONCLUSIONS

The implementation of transformational leadership has been done successfully. Similar to this, there is a strong organizational culture at the South Sulawesi provincial education office that ensures that workers behave in a predictable manner at work.

Based on the results of statistical tests on transformational leadership variables on employee work behavior, it was found that transformational leadership variables have a positive influence on employee work behavior variables. The coefficient of determination is 0.147 or 14.7%, which means that the influence of transformational leadership on employee work behavior variables is 14.5%, while the remaining 85.5% is the influence of variables other than transformational leadership.

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Organizational culture variables have a positive influence on organizational behavior variables. The coefficient of determination is 0.146 or 14.6%, which means that the influence of the organizational culture variable on the employee work behavior variable is 14.6% while the remaining 85.4% is the influence of variables other than organizational culture. Transformational leadership variables and organizational culture variables simultaneously have a significant effect on employee performance. The coefficient of determination is 0.287 or 28.7%, which means that the contribution made by the transformational leadership variable and the organizational culture variable on employee work behavior is 28.7% while the remaining 71.3% is the influence of other variables besides leadership. transformational and work culture.

It is hoped that the leader can be more active and active in giving individual considerations, namely personal attention to subordinates who need special attention related to work, coaching / assistance from the leadership. All of these things are to encourage employee work behavior to be even better than before.

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