



# THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL CULTURE AS AN INTERVENING VARIABLE IN THE HOUSE OF REPRESENTATIVES OF BENER MERIAH REGENCY

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## Abstract

*This study aims to determine the influence of transformational leadership and career development through organizational culture and its impact on employee performance in the DPRK of Bener Meriah Regency. The data used is primary data, a data collection technique by distributing questionnaires to 70 employees of the DPRK of Bener Meriah Regency. The data analysis method used is path analysis and processed with the help of the Statistical Package for Social Science (SPSS) application program. The results of the study found that there was an influence of transformational leadership and career development on the organizational culture of DPRK employees of Bener Meriah Regency, and there was also an influence of transformational leadership, career development and organizational culture on the performance of DPRK employees of Bener Meriah Regency. Furthermore, the results of the study found that the variables of organizational culture mediate absolutely (full mediation) the relationship of transformational leadership and career development to the performance of employees of the DPRK of Bener Meriah Regency.*

**Keywords :** *Transformational Leadership, Career Development, Organizational Culture and Employee Performance*

## A. INTRODUCTION

This study examines and explores the need for the role of the Bener Meriah DPRK to improve the legislative function of the region. The main problem with the function of the House of Representatives in each period of membership of the Bener Meriah DPRK from 2019-2024 is that there is still a need to improve the performance of the Bener Meriah DPRK in legislative productivity. This research is a research in the field of human resource management that is exploratory-analytical. The data used is primary data, in the form of distributing questionnaires to members and employees of the Bener Meriah DPRK. The rapid development of globalization in the current era of digitalization has created interesting challenges for the development of human resource management studies, as it is known that the impact of rapid economic and management globalization has encouraged a very rapid increase in human resources, so that the performance of employees and members of the Bener Meriah DPRK needs to be studied to be able to improve services to the community.

The performance of the Bener Meriah DPRK members can be assessed from various points of view, depending on the parameters and criteria used. The following are some aspects that are generally considered in assessing the performance of DPRK members, Attendance at meetings, DPRK members are expected to attend DPRK meetings to fight for the interests of the people they represent. Participation in the discussion, the performance of DPRK members can also be assessed from how active they are in the discussion and drafting of relevant laws and policies. Supervision of the government, as part of the supervisory function, DPRK members are expected to supervise the

***The Influence of Transformational Leadership and Career Development on Employee Performance with Organizational Culture as an Intervening Variable in the House of Representatives of Bener Meriah Regency***

*Candra Mahtuahmi<sup>1</sup>, Marbawi<sup>2</sup> and Mohd Haikal<sup>3</sup>*

performance of the government and carry out the function of legislation effectively. Service to constituents, the ability of DPRK members to serve and respond to the needs of their constituents is also an important performance indicator. Transparency and accountability, DPRK members are expected to be transparent in all their actions, including budget management and relationships with interested parties. Integrity and ethics, the performance of DPRK members is also determined by the extent to which they comply with the code of ethics and maintain integrity in carrying out their duties. Legislative contributions, how many laws are proposed, supported, or criticized by DPRK members can also be taken into consideration.

In fulfillment of campaign promises, DPRK members are often elected based on their campaign promises. Therefore, performance appraisals can also include the extent to which they deliver on those promises. Common Interest, the extent to which DPRK members are able to work together with other members, and prioritize the interests of the people above personal or group interests. Understanding sensitive issues, the performance of DPRK members can also be assessed from their understanding and attitude towards sensitive issues such as human rights, gender justice, the environment, and so on. It is important to note that the performance assessment of DPRK members is often subjective and depends on the viewpoint of the individual or group providing the assessment.

Employee Performance is basically the realization of targets by an organization, which is achieved through the use of resources owned by the organization, therefore each organization in using its resources first determines several requirements that will be achieved when obtaining its resources. Performance according to Helfert in Aswan, (2017) is a complete display of the state of the company for a certain period of time and is a result or achievement that is influenced by the company's operational activities in using the resources it has. Then the performance assessment can be obtained from a planned and sustainable activity through a performance management program carried out on the applicable performance requirements.

Performance management according to Armstrong (2011) is a continuous communication process and is carried out in partnership between an employee and his direct supervisor, this process includes activities to build clear expectations and an understanding of the work to be done, this is a system. This means that it has a number of parts that must all be included, if this performance management system is to provide added value for the organization, managers, and employees. In relation to the performance of this organization as mentioned above, the employees of the Bener Meriah DPRK as an organization in the government that has the function of providing services to the people of the city of Bener Meriah are also part of the government at the city government level that needs to improve performance like other organizations, because the improvement in performance will affect the success of the Bener Meriah DPRK institution in carrying out various processes.

Based on the observations made by the author, the performance of employees in the Bener Meriah DPRK environment is very varied, at some times it has increased but at other times it can experience performance that tends to decline as a result of various factors, both from within the organization and from outside the organization. One of the important factors that has become a problem in the Bener Meriah DPRK employee environment is the relationship with colleagues which sometimes has friction as a result of the tug-of-war between various groups in the institution of the Bener Meriah DPRK.

The issue of leadership will also be discussed in this research, leadership is a way to improve their personal, social, and professional lives. Organizations are currently looking for people with leadership skills because companies believe that such people bring special assets to their organization and will ultimately increase profits in Northouse (2018). Furthermore, Bangun (2016) leadership is the process of influencing others in an organization so that they can carry out their duties well in achieving goals. Similarly, Stoner et.al (2019) defines managerial leadership as the process of empowering and influencing activities related to the tasks of group members. Mas'ud (2004) Leadership is a process used by leaders to direct the organization and provide examples of behavior to their followers (subordinates).



Transformational leadership is the ability to influence a group to achieve a vision or a set of goals. Transformational leadership also provides influence, leadership is also defined as a group of processes, personalities, fulfillments, certain behaviors, persuasion, authority, achievement of goals, interactions, role differences, initiation of structures, and combinations of two or more of certain things. Yulk (2018) Based on the above phenomena and problems, several problems can be formulated as follows.

## B. OBJECTIVES AND BENEFITS OF STUDY

Based on the existing problems and phenomena, the objectives of this research are as follows:

1. How does transformational leadership influence the organizational culture of employees at the DPRK K Bener Meriah Aceh Office?
2. How does development affect the organizational culture of employees at the DPRK K Bener Meriah Aceh Office?
3. How does transformational leadership influence the performance of employees of the DPRK K Bener Meriah Aceh Office?
4. How does career development affect the performance of employees of the DPRK K Bener Meriah Aceh Office?
5. How does organizational culture influence the performance of employees of the DPRK K Bener Meriah Aceh Office?
6. Does organizational culture mediate the relationship between transformational leadership and employee performance at the DPRK K Bener Meriah Aceh Office?
7. Does organizational culture mediate the relationship between career development and employee performance at the DPRK K Bener Meriah Aceh Office?

## C. LITERATURE REVIEW

### Theory of Transformational Leadership

Transformational leadership is a leadership style that inspires employees or subordinates by providing motivation so that subordinates can develop and achieve high performance in an organization. Transformational leadership is included in the situation theory, is a leadership that has a vision for the future and is able to identify environmental changes and is able to transform these changes into the organization, pioneering change and providing motivation and inspiration to individual employees to be creative and innovative, bringing renewal in management performance, being brave and responsible for leading and controlling the organization. Mas'ud (2004) Leadership is a process used by leaders to direct the organization and provide examples of behavior to followers (subordinates).

### Theory of Organizational Culture

Culture in a broad sense, or if adjusted to the context of corporate culture, is indeed a basic theme that will not fade over time. More specifically, if associated with the fundamental problems of various organizations in Indonesia, corporate culture becomes a dimension that cannot be postponed and its urgency cannot be negotiated (Robbins, 2015).

### Theories about job satisfaction

Career planning is a process that individual employees go through to identify and take steps to achieve their career goals according to Sunyoto (2012). Thus, an employee needs to take certain steps to realize the plan. The various steps that need to be taken can be taken on the employee's own initiative, but can also be in the form of activities sponsored by the organization, or a combination of

***The Influence of Transformational Leadership and Career Development on Employee Performance with Organizational Culture as an Intervening Variable in the House of Representatives of Bener Meriah Regency***

Candra Mahtuahmi<sup>1</sup>, Marbawi<sup>2</sup> and Mohd Haikal<sup>3</sup>

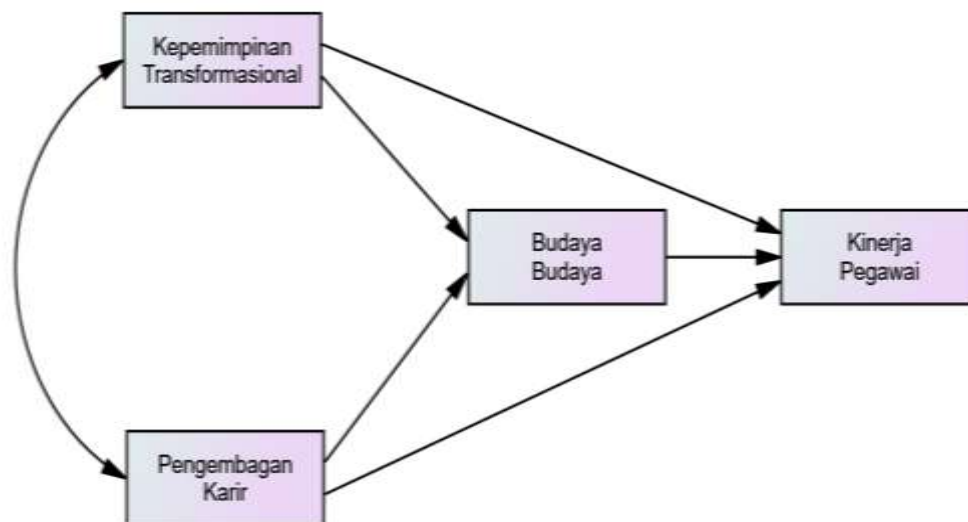
both. This is one of the very fundamental principles of career development. According to Handoko in Sunyoto (2012),

**Theories about employee performance**

Performance is a result achieved by someone in carrying out the tasks assigned to him based on skills, experience, and sincerity and a certain time According to Bangun (2012) and Ningrum (2013). Suparyadi (2015) stated that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. This concept is multifaceted, but managers must understand the factors contributing to organizational performance. However, managers do not want (do not intend) to achieve half-hearted performance. They want the organization, work unit, or work group to achieve the highest performance. Performance is a say yeslam Language Indonesia yesri say base "k"erja" which translates words from foreign languages performance.

**Conceptual Framework**

In a research, the conceptual framework is the foundation of scientific research, so it needs to be compiled based on previous theories and research, the theoretical framework (KPT) is a simplification of real-world phenomena that form a complete understanding and understanding of how a problem is solved (Ferdinand, 2014), so the framework of thinking is also the basis of thinking of research that is synthesized from facts, observations and research reviews. The following is the relationship between the variables used in this study can be seen in Figure 3.1 below:



**Figure 1.1. Conceptual Framework**

Based on the conceptual framework that has been explained and compiled above, several previous studies that are related to this research will be presented as follows:

**1. The relationship between transformational leadership and organizational culture**

The results of the analysis prove that leadership style has an effect on organizational commitment, the results of this study do not support the research of Wahyu (2023), Nasir (2020), Fakhurrazzi (2020), Magfirah (2023), and Luthans (2018), if the results of this study are linked to reality, then the results of the study indicate that servant leadership style can influence organizational commitment in an organization. This condition can occur because at the organizational level, agencies that have strategic programs that aim to strengthen organizational commitment values, for example





socialization programs and leadership actions that support the internalization process of commitment values applied to the organization.

## **2. The relationship between career development and organizational culture**

The results of the analysis prove that organizational culture has a positive influence on organizational commitment, the results of this study support the results of research put forward by Lumbanraja (2019), Nasir (2020), Luthans (2016) and Robbins (2015). If the results of this study are linked to the support of existing theories, then basically organizational culture directly influences organizational commitment, if reviewed in the HR process, efforts are made to identify and employ people who have organizational cultural values such as: integrity, silaturrahim, loyalty and civility that are in accordance with the values of organizational culture in order to be able to carry out work successfully.

## **3. The relationship between transformational leadership and performance**

The results of research conducted by Ma'mun (2013), Kurniawan (2014), Maria (2019) and Alie (2016) in their research that the transformational leadership variable has a significant influence on the performance of apparatus in the organization, research conducted by Marbawi (2018), Matriadi (2018) and Gumilar (2022) in their research there is an influence between transformational leadership style on employee performance, the transformational leadership style studied in the transformational leadership style with the measurement dimensions of inspirational, motivating, intellectual intelligence and individual attention can support employee performance in an organization.

## **4. The relationship between career development and performance**

The results of research conducted by several previous researchers prove that there is a unidirectional influence between organizational culture and performance, an organization with resources that can carry out its functions, the organization can face changes theoretically, technically, conceptually, and morally of organizational actors in a level of work of the organization (Permana, 2020), an organization to improve human resources can be done by creating an organizational culture where organizational culture is very important for management if they want to achieve high performance, which ultimately creates a positive work attitude that encourages increased employee and management performance, manifested in all company activities and policies, organizational culture variables that are understood and followed by all employees, with the existence of organizational culture can create a distinctive characteristic of each characteristic of an organization.(Robbins, 2014).

## **5. The relationship between organizational culture and performance**

Organizational commitment shows a person's power in identifying their involvement in a part of the organization (Permana, 2020), Robbins (2015), Fakhurrrazi (2020), Nasir (2020) and Luthans (2016) in their research that, organizational commitment that has organizational behavioral values, the willingness of workers to help realize organizational goals and high loyalty and integrity to remain members of the organization, then, organizational commitment will create a sense of belonging for workers towards the organization.

## **6. Organizational culture mediates the relationship between transformational leadership and employee performance.**

Organizational culture is known by the terminology organizational culture, then often also known as culture or culture, discussing culture, clearly cannot be separated from the understanding of the organization, organizational culture is an important part that must be owned in developing the capabilities of its human resources. (Pramu According to David in another view organizational culture in an organization is usually associated with values, norms, attitudes and work ethics that are held

***The Influence of Transformational Leadership and Career Development on Employee Performance with Organizational Culture as an Intervening Variable in the House of Representatives of Bener Meriah Regency***

*Candra Mahtuahmi<sup>1</sup>, Marbawi<sup>2</sup> and Mohd Haikal<sup>3</sup>*

together by each component of the organization. These elements are the basis for monitoring employee behavior, the way they think, work together and interact with their environment ". (Arianty, 2014), Another view of organizational culture is one of the most important elements in a company which essentially leads to behaviors that are considered appropriate, binding and motivating each individual in it ". (Nurdin & Rohendi, 2016). According to Mullins, "organizational culture is a collection of traditions, values, policies, beliefs and behaviors that apply generally to everything that is done and thought by members of the organization

**7. Organizational culture mediates the relationship between career development and employee performance.**

Servant leadership style and organizational commitment are phenomena of employee behavior in organizations that are very complex so that it is difficult to explain simultaneously how the mechanisms of various factors influence the process of forming outcomes in an organization, work productivity and employee performance are one of the variables that are widely accepted to assess organizational effectiveness. Performance is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity and time. Garg and Punia, (2017) stated that performance is a manifestation of work carried out by employees or organizations which is usually used as a basis for assessing employees or organizations.

**Hypothesiss Research**

Based on the conceptual framework, the hypothesis is an idea to find facts that must be collected, the hypothesis is a temporary question or the most possible assumption that still has to be found true. Based on the above framework of thought and research conducted by several previous researchers, a hypothesis can be formulated as follows:

- H1 Transformational leadership has a positive and significant influence on organizational commitment of employees of the DPRK K Bener Meriah Office.
- H2 Career development has a positive and significant influence on the organizational culture of employees at the DPRK K Bener Meriah Office.
- H3 Transformational leadership has a positive and significant influence on employee performance at the DPRK K Bener Meriah Office.
- H4 Career development has a positive and significant influence on employee performance at the DPRK K Bener Meriah Office.
- H5 Organizational culture has a positive and significant influence on employee performance at the DPRK K Bener Meriah Office.
- H6 Organizational culture mediates the relationship between transformational leadership and employee performance at the DPRK K Bener Meriah Office.
- H7 Organizational culture mediates the relationship between career development and employee performance at the DPRK K Bener Meriah Office.

**D. Research methods**

**Research Location**

The location of this study is the DPRK K Bener Meriah, Bener Meriah Regional Government Office Complex, Serule Kayu, Bukit District, Bener Meriah Regency in Aceh Province, while the objects of this study are all employees of the DPRK K Bener Meriah Office.

**PoResearch Sample and Pulation**

**Population**

Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn according to (Marbawi, 2018) So the population in this study is all employees at the DPRK K Bener Meriah office,



Bener Meriah Regency, Aceh Province, totaling 70 employees and including members of the DPRK K. Bener Meriah

### Sample

The sampling technique was carried out using the census or saturation method, this sampling technique was carried out by involving the entire population to be used as a sample, namely 70 in the DPRK K Bener Meriah.

### Data collection technique

The data source required by the questionnaire is primary data, so the data collection technique used in this study is to use a questionnaire or questionnaire is a data collection tool in the form of a series of written questions submitted to the subject to obtain written answers from the DPRK K Bener Meriah employees.

In this study, the questionnaire was made with structured statements/questions and provided answers in the form of a scale with answers adjusted to the statements/questions so that it is easier for respondents to answer and avoid bias, the measurement used is a Likert scale where each statement has an answer interval of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). Specifically, the measurement technique is as presented in Table 1 and Table 2.

**Table 1. Measurement Aspects of Research Indicators**

Variables	Weight value of one indicator				
	SS	S	N	TS	STS
Transformational Leadership (X1)	5	4	3	2	1
Career Development (X2)	5	4	3	2	1
Organizational Power (Y1)	5	4	3	2	1
Employee Performance (Y2)	5	4	3	2	1

**Table 2. Operational Definitions of Variables and Indicators**

No	Variables	Variable Definition	Indicator	Measuring Scale
1.	Leadership Transformational (X1)	Activities to improve the skills, techniques and experience of employees at DPRK K Bener Meriah.	1. Inspiring 2. Have charisma 3. Motivating 4. Intelligent 5. Innovation 6. Attention (Marbawi, 2023)	Likert
2	Development Career (X2)	Activities to improve employee performance at DPRK K Bener Meriah.	1. Career needs 2. Moral support 3. Material support 4. Education and training 5. Job promotion 6. Work performance (Rahmatsah, 2023)	Likert
3.	Organizational culture	The encouragement and enthusiasm given	1. Integrity 2. Silaturahmi	

***The Influence of Transformational Leadership and Career Development on Employee Performance with Organizational Culture as an Intervening Variable in the House of Representatives of Bener Meriah Regency***

Candra Mahtuahmi<sup>1</sup>, Marbawi<sup>2</sup> and Mohd Haikal<sup>3</sup>

	( Y1)	by the leadership to employees at the DPRK K Bener Meriah.	3. Loyalty 4. Trust 5. Civil 6. Sincere (Robbins, 2018)	Likert
4.	Performance Employee ( Y2)	Activities to improve the skills, techniques and experience of employees at DPRK K Bener Meriah.	1. Understanding complexity 2. Solve the problem 3. Self-control 4. Confidence 5. Able to adapt 6. Establish communication (Siswoyo, 2023)	Likert

**Data Analysis Techniques**

The purpose of analyzing validity in a study and measuring validity can be done with a bivariate correlation between each indicator score and the total construct score. The calculation of the bivariate correlation of each indicator score with the total construct score using SPSS software. Testing the validity of the instrument in this study was carried out by comparing the Correlated Item-Total Correlation ( $r$  count) value  $\geq r$  table value and the value is positive, then the question items in each research variable are declared valid (Ghozali, 2018). After the validity test is carried out, the reliability test is carried out on the variables used in the study. Reliability is a tool for measuring a questionnaire which is an indicator of the variable. A questionnaire is declared reliable if a person's answer to the question is consistent and stable over time. Reliability testing is carried out to determine the consistency of the results of an answer about the respondent's response. According to Ghozali (2018), reliability measurement can be done in 2 (two) ways, namely:

1. Repeated Measure or repeated measurement is done by giving the same questionnaire (questions) at different times, and then seeing whether the respondents remain consistent with their answers.
2. One shot or single measurement is done by only giving the questionnaire to the respondent once and then comparing the results with other questions or measuring the correlation between the answers.

Based on Ghozali's statement (2018), this study uses one-shot reliability measurement or measurement only once, the reliability test is measured using the Cronbach's Alpha method. In this test, it is considered reliable if it is greater than 0.6 where the criteria are  $\alpha \geq 0.6$  meaning the instrument is reliable and  $\alpha \leq 0.6$  meaning the instrument is not reliable.



## E. RESULT AND DISCUSSION

### Result Analysis

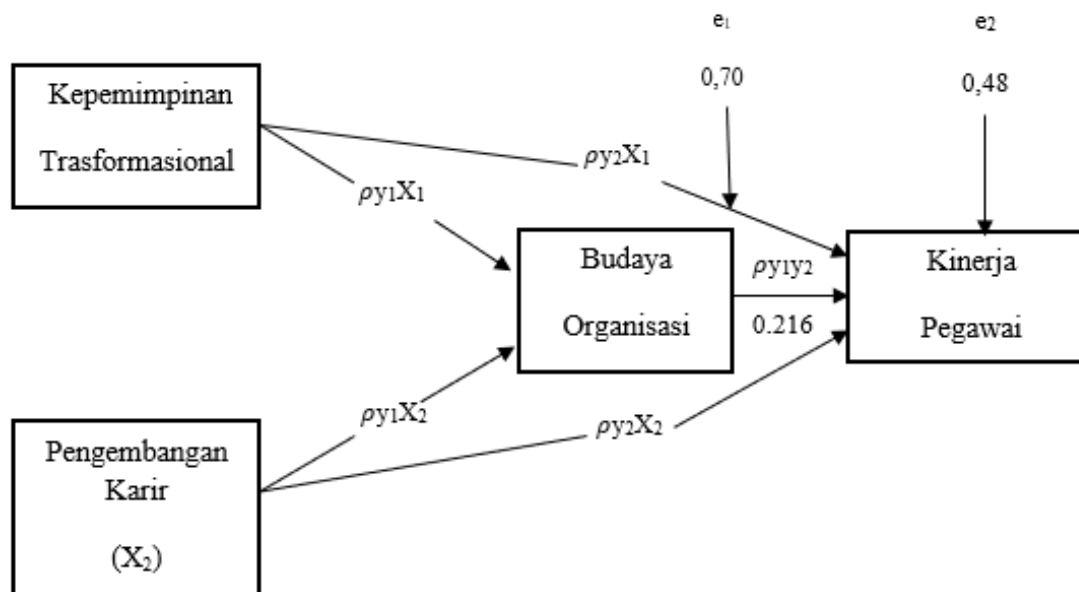


Figure 1. Path Analysis Model

Table 3  
Path Analysis Equation 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,026	2,441		2,468	.016
Transformational Kep.	.337	.139	.307	2.422	.018
Career Development	.332	.139	.304	2.394	.019

#### 1. The influence of transformational leadership on organizational culture

The results of the first equation path analysis obtained a t-count in the study of 2,422. The significance level is 0.05 with Degrees of Freedom (DK) with the provision of DK = 70 - 3 = 67, from these provisions the t-table number is 1.996, based on the calculation results, the research t-count number is 2,422 > t-table of 1.996 so that hypothesis 1 is accepted. This means, There is an influence between transformational leadership and the organizational culture of DPRK employees in Bener Meriah Regency.

#### 2. The influence between career development and organizational culture

The results of the first equation path analysis obtained a t-count in the study of 2,394. The significance level is 0.05 with degrees of freedom (DK) with the provision of DK = 70 - 3 = 67, from these provisions the t-table number is 1.996, based on the calculation results, the t-count of the study is 2,394 > t-table of 1.996 so that hypothesis 2 is accepted. This means that there is an influence between career development and the organizational culture of DPRK employees in Bener Meriah Regency.

***The Influence of Transformational Leadership and Career Development on Employee Performance with Organizational Culture as an Intervening Variable in the House of Representatives of Bener Meriah Regency***

Candra Mahtuahmi<sup>1</sup>, Marbawi<sup>2</sup> and Mohd Haikal<sup>3</sup>

Table 4  
Path Analysis Results of Equation 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.255	1,722		4.214	.000
	Transformational Kep.	.356	.098	.400	3.636	.001
	Career Development	.220	.098	.248	2.254	.028
	Organizational culture	.176	.082	.216	2.132	.037
1. Dependent Variable: Employee performance						

**1. The influence of transformational leadership on employee performance**

The results of the second equation path analysis obtained a t-count in the study of 3.636. The significance level is 0.01 with degrees of freedom (DK) with the provision of  $DK = 70 - 3 = 67$ , from these provisions the t-table number is 1.996, based on the calculation results, the research t-count number is  $3.636 > t\text{-table of } 1.996$  so that hypothesis 3 is accepted. This means that there is an influence between transformational leadership on the performance of DPRK employees in Bener Meriah Regency.

**2. The influence of career development on employee performance**

The results of the second equation path analysis obtained a t-count in the study of 2,254. The significance level is 0.028 with degrees of freedom (DK) with the provision of  $DK = 70 - 3 = 67$ , from these provisions the t-table number is 1.996, based on the calculation results, the t-count of the study is  $2,254 > t\text{-table of } 1.996$  so that hypothesis 4 is accepted. This means that there is an influence between career development and the performance of DPRK employees in Bener Meriah Regency.

**3. The influence of organizational culture on employee performance**

The results of the second path analysis obtained a t-count in the study of 2.132. The significance level is 0.037 with degrees of freedom (DK) with the provision of  $DK = 70 - 3 = 67$ , from these provisions the t-table number is 1.996, based on the calculation results, the t-count of the study is  $2.132 > t\text{-table of } 1.996$  so that hypothesis 5 is accepted. This means that there is an influence between organizational culture and the performance of DPRK employees in Bener Meriah Regency.

**4. The influence of transformational leadership on employee performance through organizational culture variables**

The results of the mediation effect test (intervening) of the relationship between transformational leadership variables and employee performance variables mediated by organizational culture variables and displayed in the form of images such as Figure 5.9. To determine the significance of the c' path, you can use the Sobel test, an interactive calculation tool for mediation tests that produces the Sobel test, Aroian test, and Goodman test. In this study, the test results used to see the test statistics, standard error, and p-value are the numbers or values from the Sobel test. By using it online, the significance value of the C' path is known.

## F. DISCUSSION

1. The direct influence of digital leadership on job satisfaction is with an estimate value of 0.551 (55.1%) and a significant value of 0.000 which is less than 0.05, which means that there is a significant influence and accepts the first hypothesis (H1) which states that digital leadership has a positive and significant influence on job satisfaction of employees of the Aceh Provincial Tax Service Office.
2. The direct influence of competence on job satisfaction is with an estimate value of 0.414 (41.4%) and a significant value of 0.000 which is smaller than 0.05, which means that there is a significant influence and accepts the first hypothesis (H2) which states that competence has a positive and significant influence on job satisfaction of employees of the Aceh Provincial Tax Service Office.
3. The direct influence of digital leadership on employee performance is with an estimate value of 0.265 (26.5%) and a significant value of 0.007 which is smaller than 0.05, which means that there is a significant influence and accepts the first hypothesis (H3) which states that digital leadership has a positive and significant influence on the performance of employees of the Aceh Provincial Tax Service Office.
4. The direct influence of competence on employee performance is with an estimate value of 0.173 (17.3%) and a significant value of 0.041 which is greater than 0.05, which means that there is a significant influence and accepts the first hypothesis (H4) which states that competence influences the performance of employees at the Aceh Provincial Tax Service Office.
5. The direct influence of job satisfaction on employee performance is with an estimate value of 0.620 (62.0%) and a significant value of 0.028 which is smaller than 0.05, which means that there is an influence so that the first hypothesis (H5) is accepted, which states that job satisfaction has a positive and significant influence on the performance of employees of the Aceh Provincial Tax Service Office.

## INDIRECT EFFECT

The calculation results obtained from the sobel test an interactive calculation tool for mediation tests where the test statistic value obtained a value of  $2.603 > 2.00$ . p-value of  $0.009 > 0.05$  and standard error value of 0.025. Based on the calculation results of the probability value for path c 'using the Sobel Test as in Figure 5.8, the significance value for all paths (A, B, C, and C') can be concluded to accept hypothesis 6 can be seen in Figure 2.

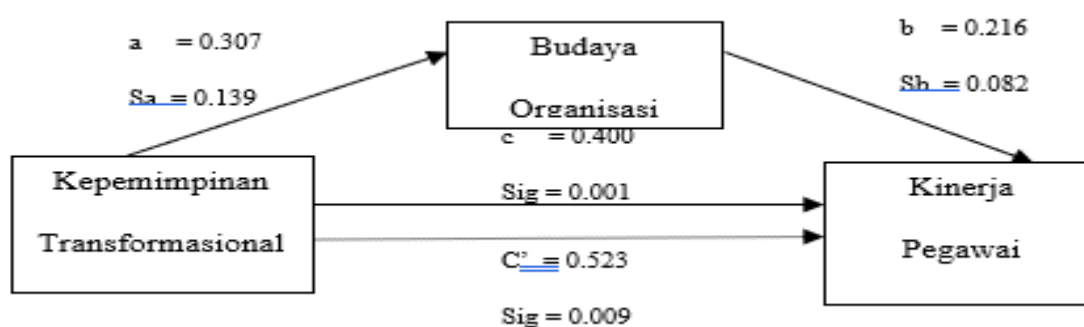


Figure 2.Mediation Effect Test Results  
Transformational Leadership – Organizational Culture – Employee Performance

***The Influence of Transformational Leadership and Career Development on Employee Performance with Organizational Culture as an Intervening Variable in the House of Representatives of Bener Meriah Regency***

Candra Mahtuahmi<sup>1</sup>, Marbawi<sup>2</sup> and Mohd Haikal<sup>3</sup>

Information :

X1 = Transformational leadership (Predictor Variable)

Y1 = Organizational culture (Mediating Variable)

Y2 = Employee Performance (Outcome Variable)

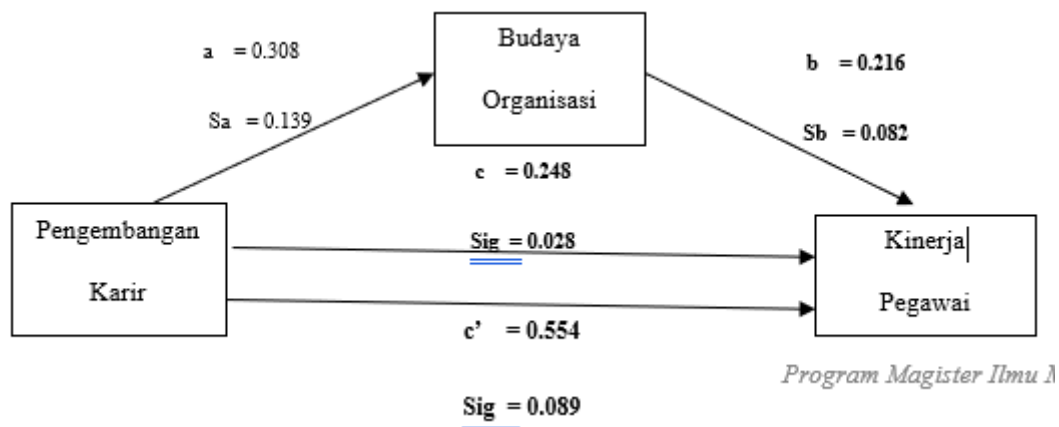
a = Coefficient of influence of transformational leadership variables→organizational culture

b = Organizational Culture Influence Coefficient→employee performance

P = Probability or significance value

Figure 5.9 can be explained that the coefficient of path A, path B is significant and path C is significant, while path C' is also significant. Because the probability of path C' is also significant, it can be concluded that there is a partial mediation relationship in other words, the transformational leadership variable (independent variable) is able to significantly influence employee performance (dependent variable) through the mediator variable, namely organizational culture.

Figure 5.11 is the result of the calculation obtained from the Sobel test an interactive calculation tool for mediation tests where the test statistic value obtained is  $1.695 < 2.00$ . p-value is  $0.089 > 0.05$  and the standard error value is 0.036. Based on the calculation results of the probability value for path c' using the Sobel Test as in Figure 5.10, the significance value for all paths (A, B, C, and C') can be concluded to accept hypothesis 7 and can be seen in Figure 3.



**testsCareer development– Organizational culture – Employee performance**

Information :

X2 = Career development (Predictor Variable)

Y1 = Organizational culture (Mediating Variable)

Y2 = Employee Performance (Outcome Variable)

a = coefficient of influence of career development variables→organizational culture

b = Coefficient of influence of career development→employee performance

P = Probability or significance value

Figure 5.11 can be explained that the coefficient of path A, path B is significant and path C is significant, while path C' is also significant. Because the probability of path C' is significant, it can be concluded that there is a full mediation relationship in other words, the career development variable (independent variable) is able to significantly influence employee performance (dependent variable) through the mediator variable, namely organizational culture.





## G. CONCLUSION

Based on the seven studies that have been described previously, several research conclusions can be put forward as follows:

1. The transformational leadership style variable has a positive and significant effect on the organizational culture of DPRK employees of Bener Meriah Regency, this means that if the leadership style is given, job satisfaction will increase.
2. Career development variables have an influence on the organizational culture of DPRK employees in Bener Meriah Regency, DPRK Bireuen, this means that career development can increase the value of work culture.
3. The transformational leadership style variable has a positive and significant effect on the performance of DPRK employees in Bener Meriah Regency, this means that if the transformational leadership style is applied it will improve performance.
4. Career development variables have a positive and significant effect on the performance of DPRK employees in Bener Meriah Regency, this means that career development so far can improve employee performance.
5. The organizational culture variable has a positive and significant effect on the performance of the Bireuen DPRK secretariat employees, this means that the organizational culture values that have been adopted so far can improve performance.
6. Organizational culture variables partially mediate the relationship between transformational leadership style and the performance of DPRK employees in Bener Meriah Regency.
7. Organizational culture variables partially mediate the relationship between career development and the performance of DPRK employees in Bener Meriah Regency.

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***The Influence of Transformational Leadership and Career Development on Employee Performance with Organizational Culture as an Intervening Variable in the House of Representatives of Bener Meriah Regency***

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