

Organisational Culture and Transformational Leadership Style Affect Employee Performance with Innovative Work Behaviour as Mediation Variables

Dewi Widianingsih*¹, Usup Riassy Christa², Luluk Tri Harinie³

^{1, 2, 3} Faculty of Economics and Business, Palangka Raya University, Indonesia

Email: *widiasekar@gmail.com

Corresponding Author

revised: 16/12/2023 *published:* 05/01/2024

Abstract. *This study aims to empirically analyze the influence of organizational culture, transformational leadership style, and innovative work behaviour on employee performance, as well as investigate the mediating effect of innovative work behaviour on the relationship between organizational culture and transformational leadership style on employee performance in the Archives and Libraries Office of North Barito Regency. The research method used is an explanatory quantitative approach with data collection using survey methods. The population in this study were all employees, except for the Head of the Archives and Libraries Office of North Barito Regency, which totalled 46 (forty-six) employees, both civil servants and honorary staff. The sampling technique used purposive sampling and obtained a sample of 43 Archives and Libraries Office employees of North Barito Regency—data analysis using SPSS and Smart PLS statistical applications. The results of the research in this study can be concluded (1) Organizational Culture has a positive and significant effect on employee performance; (2) The transformational leadership style has a positive and significant effect on employee performance; (3) Organizational Culture has no significant effect on innovative work behaviour; (4) The transformational leadership style has no significant effect on innovative work behaviour; (5) Innovative work behaviour has a positive and significant effect on employee performance; (6) Innovative work behaviour has not been able to mediate the influence of organizational culture on employee performance; (7) Innovative work behaviour has not been able to mediate the effect of transformational leadership style on employee performance.*

Keywords: *Organizational Culture, Transformational Leadership Style, Innovative Work Behaviour, Employee Performance*

Introduction

The Archives and Library Service (DISSIPTAKA) of North Barito Regency is the



executor of local government affairs in Archives and Libraries. The Archives and Libraries Service is led by a service head who is under and responsible to the Regent through the Regional Secretary. According to North Barito Regent Regulation Number 31 of 2022 concerning Position, Organizational Structure, Duties and Functions and Working Procedures of the Archives and Libraries Service, it is stated that Dissiptaka has three main areas, namely the Archives Sector, the Library Sector and the Cultivation of Reading Enthusiasm and the Library Material Preservation Service Management Sector.

The Archives Division has the task of fostering archives of Regional Apparatuses, including Regional Companies, Community Organizations and Political Organizations, facilitating archival resources and managing dynamic archives, static archives and media transfer receiving static archives and managing archive networks. The Library and Cultivation of Reading Cultivation have the task of carrying out coaching, development and empowerment of all types of existing libraries and carrying out human resource development for library managers as well as library cooperation with existing educational institutions for the socialization of cultivating a love of reading.

The Division of Library Material Preservation Services Management has the task of developing collections of Library materials and Regional Main Catalogs (KID) as well as carrying out various Information and Communication Technology (ICT)-based library services and preservation of ancient manuscripts through media transfer. The tasks of each of the above fields are to support the vision and mission of Dissiptaka. Dissiptaka's vision, as stated in the Strategic Plan, is the realization of quality human data sources through well-documented and professional reading facilities. Meanwhile, the Dissiptaka Missions are (1) Improving the function of archives and libraries as information centres; (2) Improving the quality of human resources who master science and technology through reading suggestions; (3) Improving professional services to the public.

By looking at the main tasks and functions as well as the vision and mission of the organization, Dissiptaka must have competent human resources in their fields, especially in



technology, information and communication, which is now very embedded in everyday life. To meet the community's need for information and knowledge, the library is a public service institution obliged to provide library services. As Article 5 of the Law on Libraries explains: (1) Communities have the same rights to obtain services, utilize and utilize library facilities; (2) Communities in remote, isolated or underdeveloped areas, as a result of geographical factors, are entitled to special library services; and (3) People with disabilities or physical, emotional, mental, intellectual and social disabilities have the right to obtain library services according to their respective abilities and limitations.

The current era is an era of very fast change; all countries feel this. The challenge of globalization demands that all countries must follow developments without boundaries. Entering the age of globalization with various existing challenges requires us to be able to adapt. One way to be able to adjust to dynamic changes is to innovate. Innovation is changing for the better. A while ago, even in the pandemic era, creation was mentioned as an effort to survive.

The community will abandon archives and Libraries if they don't keep up with technology, information and communication developments. Suppose the human resources in the Archives and Libraries organization are not motivated to make changes through innovation. In that case, the community will abandon the institution and not benefit the community. To be able to create innovation, organizations must be supported by the ability of human resources (HR) to innovate in the workplace (De Jong & Den Hartog, 2010). The successful implementation of the ideas developed by HR is influenced by the innovative behaviour of employees (Susanne G. Scot & Reginald A. Bruce, 1994). Creative behaviour is not genetic but something that employees can learn and teach (Jeffrey H. Dyer et al., 2009).

HR in government organizations is called the State Civil Apparatus (ASN). ASN is an asset for the bureaucracy, which is expected to be able to realize the ideals of a world-class government in 2024, as stated in the Bureaucratic Reform road map. Organizational culture is an opportunity to develop human resources through aspects of attitude and behaviour change,



which are expected to be able to adapt to ongoing and future challenges (Manik Dan Megawati, n.d.). Organizational culture is a general perception that members believe that individuals with various backgrounds or at different levels tend to explain corporate culture in the same sense (Wirae Gunawan et al., 2022).

An equally important factor in supporting employee innovative work behaviour is leadership style. Leadership style in the organization has a very decisive role in achieving organizational goals. In addition to corporate culture and leadership style, motivational factors can influence employees' innovative work behaviour. Someone is not necessarily willing to mobilize all their abilities to achieve optimal results; therefore, a stimulus is needed so that they want to use their full potential. This impetus is called motivation.

Research methods

Research Scope

In this study, the authors took the object of research at the Archives and Libraries Office of North Barito Regency. The scope of this research is limited to variables related to human resource management among employees of the Archives and Libraries Office of North Barito Regency, especially those related to organizational culture, transformational leadership style, employee performance, and innovative work behaviour.

Population and Research Sample

The population is a generalized area consisting of objects/subjects with specific qualities and characteristics determined by researchers to study and then draw conclusions (Sugiyono, 2018). The population in this study were all employees, except for the Head of the Archives and Libraries Office of North Barito Regency, which totalled 46 (forty-six) employees, both civil servants and honorary workers. Considering that the number of samples in this research object is 47 people, the sampling technique uses purposive sampling, which uses specific considerations according to the desired criteria to determine the number of



samples to be studied.

Research Sources

This study uses two types of data, namely primary and secondary. Direct data comes from questionnaires related to variables answered by North Barito Regency Archives and Libraries Office employees who are the research samples. At the same time, secondary data comes from various scientific literature related to the theme of this research. The method of collecting data in this study was to use a survey method with a research instrument in the form of a questionnaire distributed to the respondents. In this case, the researcher distributed questionnaires arranged in statement sentences. Respondents were asked to respond by selecting one of the available answer choices. Alternative answers are made using a Likert Scale.

Structural Equation Modeling (SEM)

One of the most widely used Structural Equation Modeling (SEM) models today is the Partial Least Square (SEM-PLS) which is a robust analysis and is also called soft modelling because it eliminates the assumptions of OLS (Ordinary Least Square) regression. This assumption seems to be based on data that must be generally distributed in a multivariate manner, and there is no problem of multi colinearity between exogenous variables (Sugiyono 2007). This concept explains whether or not there is a relationship between latent (predictive) variables, but PLS can also be used to confirm theories. PLS-SEM analysis consists of 2 sub-models: the measurement model, or the outer model, and the structural model (structural model), called the inner model. The measurement model shows how the manifest variable represents the latent variable to be measured.

Meanwhile, the structural model shows the estimation strength between latent variables or constructs. Suppose the hypothesized structural model and measurement model are correct. In that case, this explains the covariance of all indicators and data conditions or the number

of samples that can be fulfilled. The covariance-based SEM provides optimal estimates of model parameters. However, PLS is a suitable analytical technique if the selection is limited and cannot meet the parametric assumptions. The PLS used is Smart-PLS software.

Results and Discussion

Analysis of the Research Model with Partial Least Square (PLS)

This study uses the SmartPLS program to test the research model. Evaluation of the structural equation model is carried out by processing research data. There are two stages in the analysis using PLS in this study, namely: a) Evaluation of the measurement or outer model to determine the validity and reliability of indicators that measure latent variables. The criteria for testing the external model include discriminatory validity, convergent validity, and composite reliability. b) Assess the structural or inner model to see the relationship between constructs, significance value and R-square of the research model. Inner model testing with PLS is done through bootstrap resampling.

In the following, the results of testing and processing research data will be presented using the PLS method with the SmartPLS program.

Evaluation of the Measurement Model (Outer Model)

The measurement model is tested to assess indicator variables that reflect a construct (latent variables). Empirically this analysis aims to validate the model and construct reliability that reflects the parameters on the indicators and latent variables that are built based on theory and empirical studies. Measurements in evaluating reflective indicator measurement models use convergent validity, discriminant validity and reliability. In the following, the results of the measurement model evaluation will be presented to test the validity and reliability of the research's items, indicators and constructs (latent variables).

Convergent Validity

The convergent validity of all variables with reflective indicators will be evaluated

from each construct indicator item's factor loading (outer loading) value. Table 5.10 presents the outer loading values from the results of processing on SmartPLS for reflective indicators.

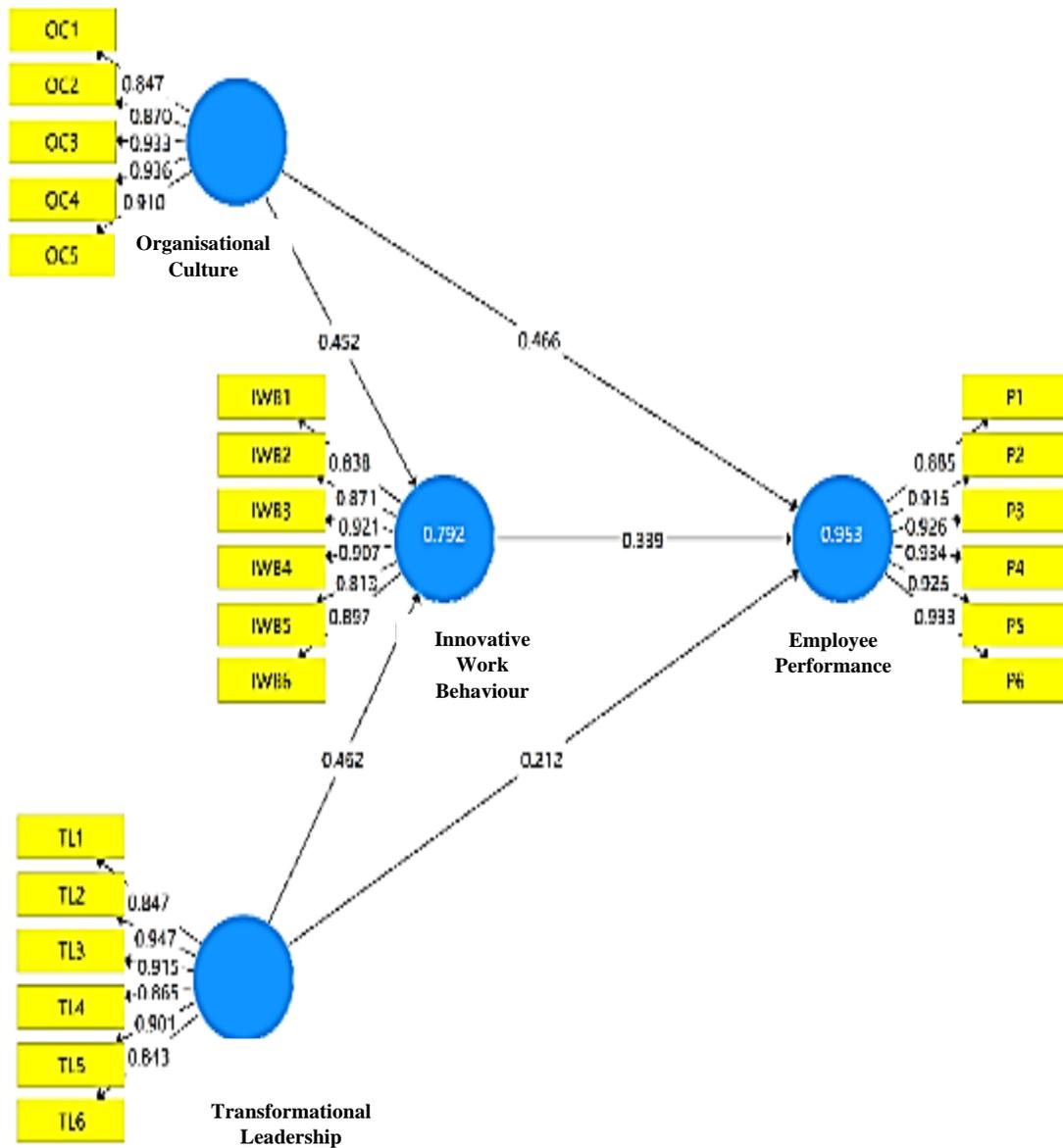


Figure 1. Outer loading

The first test shows that the outer loading value of all indicator items is > 0.70 (a convergent validity test requirement for exploratory research), intensity indicator items. Based on the outer loading values, it can be seen that the loading factor values for all reflective construct indicators are >0.70 , which means that all construct indicators are valid. Convergent validity testing can also be done by looking at the AVE value of the research variable. The AVE values are presented in Table 5.12. The table shows that the AVE values of all variables with reflective indicators show a value of >0.50 , which means convergent validity.

Table 1. AVE values

Variable	Average Variance Extracted (AVE)
Organizational Culture	0.810
Transformational Leadership	0.787
Employee Performance	0.846
Innovative Work Behavior	0.766

Source: Data processing, 2023

Evaluation of the Structural Model (Inner Model)

Evaluating the structural model with PLS, starting with assessing the Goodness of Fit Model. The goodness of fit is examined by looking at the R-Square value of the test results and the Q2 value of the predictive relevance of the structural model. Q2 predictive relevance measures how well the model generates the observed value.

The evaluation of the structural model also aims to see the coefficient values of the path parameters of the relationship between latent variables. The path coefficient of this relationship will be assessed from the resulting T-Statistic so that it can be used to see the significance of the relationship between variables. The significance of the relationship

between variables is used to answer the proposed research hypothesis.

The goodness of Fit Check

The Goodness of Fit model is evaluated based on the Q2 predictive relevance value, calculated from the model's R-Square value. The Q2 value is based on the coefficient of determination of all dependent or endogenous variables. The magnitude of Q2 has a value with a range of $0 < Q2 < 1$, where the closer to the value 1 means the better the model. In the structural model of this study, there are two endogenous variables, namely competitive advantage and organizational performance. The coefficient of determination (R2) of the two endogenous variables is presented in Table 2 below:

Table 2. Goodness of Fit Test Results

	R Square	R Square Adjusted
Employee Performance	0.953	0.950
Innovative Work Behavior	0.792	0.782

Source: Data processing, 2023

Based on the value of the coefficient of determination (R2), Q2 can be identified by the following calculation:

$$Q2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rn^2) \dots \dots \dots (1)$$

$$Q2 = 1 - (1 - 0.953) (1 - 0.792) \dots \dots \dots (2)$$

$$Q2 = 1 - (0.047) (0.208) \dots \dots \dots (3)$$

$$Q2 = 0.98 \dots \dots \dots (4)$$

Obtained predictive relevance value of $Q2 = 0.98$ or 98%

This can be interpreted that the model can explain the phenomenon of the performance of employees of the North Barito Regency Archives and Libraries Office associated with organizational culture variables, transformational leadership styles, and innovative work

behaviour that have an effect of 98%, the remaining 2% is explained by errors and other variables that are not yet included in the model. From this test, the model can be said to be good, or the model is said to have a reasonable estimate. After testing the Goodness of Fit, this model can be used for hypothesis testing.

Research Hypothesis Testing

The structural model is ready to be used to evaluate research hypotheses after testing the measurement or outer model (to see validity and reliability) and the Goodness of Fit of the structural model. The purpose of testing the structural relationship model is to determine the relationship between the latent variables designed in this study. The research hypothesis will be tested by looking at the path coefficients of the relationship between latent variables. From the output of the PLS model, structural model and hypothesis testing are carried out by looking at the estimated value of the path coefficient and the T-statistic (critical point) test results.

The results of the complete data analysis can be seen in the output of the PLS model in appendices 11 and 12. Based on the research conceptual framework, hypothesis testing and the relationship model between variables were carried out in two stages, namely: 1) Testing the path of direct influence, and 2) Testing the path of influence of mediation. The description of the test results is explained as follows:

Testing the Path of Direct Influence

Testing the path coefficient in this study examines the relationship between organizational culture variables, transformational leadership style, innovative work behaviour and employee performance. From the test results, it was found that the two relationships were not significant. By the Rule of Thumb testing the structural model, where the relationship between variables considered to have a significant influence is the T-statistic value > 1.96 at $P \text{ Values} < 0.05$. The results will be used to test the proposed research hypothesis. In detail, the results of testing the relationship between variables and the hypotheses related to this

relationship will be displayed in the following table:

Table 3. Results of the Direct Effect Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture- >Employee Performance	0.466	0.470	0.095	4.904	0.000
Organizational culture - >Innovative Work Behavior	0.452	0.428	0.270	1.676	0.094
Transformational Leadership - >Employee Performance	0.212	0.227	0.081	2.618	0.009
Transformational Leadership - >Innovative Work Behavior	0.462	0.482	0.269	1.716	0.087
Innovative Work Behavior- >Employee Performance	0.339	0.321	0.098	3.469	0.001

Source: data processed

Table 3 shows that not all hypotheses can be accepted. The research hypothesis can be analyzed based on the data presented in Table 5.16 and Figure 5.2. The results of testing the direct effect hypothesis can be explained as follows: 1) Testing Hypothesis 1 (The effect of organizational Culture (X1) on performance (Y)). The hypothesis testing results indicate that organizational culture variables' influence on performance is significant. The test results can be seen from Table 5.16 above that the influence of the organizational culture variable on the performance variable is positive with an effect of 0.466 or only 46.6% seen from the original sample value. While the t-statistic value is $4,904 > 1.96$, and the p-value is $0,000 < 0.05$, it

can be concluded that the third hypothesis is accepted. 2) Testing Hypothesis 2 (The effect of transformational leadership style (X₂) on performance (Y)). The results of hypothesis testing show that the influence of transformational leadership style variables on performance is significant. The test results from Table 6 above show that the influence of the transformational leadership style variable on the performance variable is positive, with an effect of 0.212 or only 21.2%, seen from the original sample value. While the t-statistic value is $2,618 > 1.96$ and the p-value is $0.009 < 0.05$, it can be concluded that the fourth hypothesis is accepted. 3) Testing Hypothesis 3 (The effect of organizational Culture (X₁) on innovative work behaviour (X₃)) The results of the first hypothesis test show that the variable relationship between organizational culture and innovative work behaviour is not significant. The test results can be seen in Table 5.16, the t-statistic value is $1,676 < 1.96$, and the p-value is $0,094 > 0.05$, so it can be concluded that the first hypothesis is rejected. 4) Testing Hypothesis 4 (The effect of transformational leadership style (X₂) on innovative work behaviour (X₃)) The results of hypothesis testing show that the effect of transformational leadership style on innovative work behaviour is not significant. The test results can be seen from Table 5.16 above that the t-statistic value is $1,716 < 1.96$, and the p-value is $0.087 > 0.05$, so it can be concluded that the second hypothesis is rejected. 5) Hypothesis 5 testing (The effect of innovative work behaviour (X₃) on performance (Y)). The results of hypothesis testing indicate that the influence of innovative work behaviour variables on performance is significant. The test results can be seen from Table 5.16 above that the influence of the innovative work behaviour variable on the performance variable is positive, with an effect of 0.339 or only 33.9% seen from the original sample value. While the t-statistic value is $3,469 > 1.96$ and the p-value is $0.001 < 0.05$, it can be concluded that the fifth hypothesis is accepted.

Indirect Path Testing (Mediation)

Testing the path of mediating influence aims to see the position or position of the

mediating variable in the model. The mediating effect is the relationship between exogenous and endogenous constructs through connecting or intermediate variables. The influence of exogenous variables on endogenous variables can be direct but can also be through connecting or mediating variables. A variable suspected of being a mediating variable can act as a complete mediation variable, partial mediation or not as a mediating variable.

Table 4. Indirect Influence Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational culture -					
>Innovative Work Behavior->Employee Performance	0.154	0.145	0.108	1.415	0.158
Transformational Leadership ->Innovative Work Behavior -	0.157	0.146	0.083	1.894	0.059
>Employee Performance					

Source: data processed

From Table 4, it can be seen that innovative work behaviour variables cannot mediate organizational culture variables and transformational leadership styles on employee performance. This can be seen from the P value greater than 0.05 and the T statistic value less than 1.96. H6: The role of innovative work behaviour as a mediating influence between organizational Culture (X1) on performance (Y). H7: The role of innovative work behaviour as a mediating influence between transformational leadership styles (X2) on performance (Y)

Discussion

The influence of organizational culture on employee performance

Based on the test results, organizational culture has a significant effect on employee performance. The results of this study are in line with research conducted by Rivai (2020), which concluded that organizational culture affects improving employee performance at PT Federal International Finance – Medan, Oktavia and Fernos (2023), which further strengthens the results of this study wherein his research concluded that organizational culture has a positive effect on significantly to the performance of the Padang City Population and Civil Registration Office employees.

From the statement above, it can be stated that work organizational culture has a role or influence on improving an employee's performance, whereby increasing an employee's organizational culture will improve the employee's performance. This means that the better the organizational culture, the better the employee performance. Organizational culture is usually associated with values, norms, attitudes, and work ethics shared by each component. These elements become the basis for monitoring employee behaviour, the way they think, cooperate and interact with the environment. If the organizational culture is good, it will be able to increase organizational commitment and contribute to the company's success. The influence of organizational culture on employee performance can be measured by competing within organizational institutions among fellow employees to improve the quality of performance achievement according to the targets designed in an agency.

The effect of transformational leadership style on employee performance

Based on the test results, the transformational leadership style has a significant effect on employee performance. This study's results align with research conducted by Rivai (2020), which shows the conclusion that transformational Leadership affects improving employee performance at PT Federal International Finance - Medan. If the leader has good transformational Leadership, performance will also increase. From the statement above, it can be stated that work organizational culture has a role or influence on improving an employee's performance, whereby increasing an employee's organizational culture will improve the

employee's performance. In theory, transformational Leadership is a leadership model for a leader who tends to motivate employees or subordinates to work better by focusing on behaviour to help transform between employees/individuals and organizations/companies.

The influence of organizational culture on innovative work behaviour

Based on the test results, organizational culture has no significant effect on innovative work behaviour. The results of this study support research conducted by (Nurdin et al., 2020), which shows that organizational culture has no significant effect on innovative work behaviour. However, this research is not in line with existing theory and previous research conducted by Kamel & Aref (2017), Wu & Lin (2018), Rizki et al. (2019), Sena (2020), Esha & Dwipayani (2021), and Ferdinand & Lindawati (2021). Based on the research results, it is known that organizational culture will shape employee behaviour and foster positive motivation to behave innovatively.

The organizational culture that has been developed so far by the Archives and Libraries Office of North Barito Regency includes a culture of excellent and open communication between employees and a culture of teamwork carried out through discussion forums in completing work as well as through activities and informal communication, a culture of professionalism in which employees required to work according to rules and standards with optimal results, and a culture of learning through employee participation in training or training held both internally and externally. The results of the study show that the organizational culture that has been developed has not been able to encourage employees to behave innovatively directly.

Therefore, the North Barito Regency Archives and Library Service needs to develop an organizational culture that focuses on attracting employee interest in providing innovative ideas. Based on Nurlia (2016), a culture of innovation needs to be implemented in organizations to encourage organizational members to carry out various innovations. Several strategies that can be carried out by the Archives and Libraries Office of North Barito Regency include an interest in learning that has been developed and supported by providing

broad opportunities for employees to innovate. Apart from that, it can also be supported by giving awards or rewards to employees who excel. This will lead to high morale and increase work productivity.

The influence of transformational leadership style on innovative work behaviour

Based on the test results, the transformational leadership style has no significant effect on innovative work behaviour. These results contrast with research conducted by Aditya and Ardana (2016) and Sundiman (2021), which concluded that transformational Leadership positively affects innovative work behaviour. Innovative work behaviour is a process of developing ideas into products and relevant procedures so that they can adapt to a dynamic environment (Nurjaman et al., 2019). Very dynamic changes are the initial challenge for every company in preparing things as early as possible (Sundiman, 2017). The company's success can be reflected in the behaviour of each individual in the organization. Each employee's behaviour pattern has an essential side of each role in their work.

So far, innovative employee ideas have emerged in completing work and through employee interaction. Innovation appears to think of solutions to problems that occur and innovations related to alternative working methods that can be used more efficiently to obtain optimal results. The leadership style applied by the Leadership at the Archives and Libraries Office of North Barito Regency has not been maximally applied.

The results of the preliminary study show several problems related to employees' innovative work behaviour. First, most employees can identify the problems in the office, but they cannot identify every opportunity that will be obtained from these problems. Second, employees do not get support and motivation from the Leadership in conveying new ideas or ideas. Third, employees who use information and communication technology to support work are classified as low. Fourth, employees who can implement new ideas and ideas into a program. The innovative work behaviour of employees is inseparable from the role of a leader as the highest position holder in the organization in running the organizational wheel. Leaders who have a forward-looking way of achieving organizational goals will be able to

inspire and motivate teachers to come up with creative and innovative ideas or ideas to realize shared goals and benefit the organization. The desired Leadership with these abilities is transformational. Transformational Leadership will stimulate the innovative work behaviour of members and provide space for team members to make changes and new things (Ariyani & Hidayati, 2018).

Influence of innovative work behaviour on employee performance behaviour

Based on the test results, it is known that innovative work behaviour has a significant effect on employee performance. This study's results align with research conducted by Purwanto et al. (2020), which concluded that innovative work behaviour has a positive and significant effect on the performance of puskesmas staff. Elny's research (2021) also further strengthens these results, where this study explains that there is a significant influence between innovative work behaviour on the performance of CV employees. Enzo Medan. Lathifah and Kurniawati (2021) also provided similar results where innovative work behaviour significantly positively affected employee performance at the AUB Surakarta School of Informatics and Computer Management (STMIK).

In the era of the Industrial Revolution 4.0, to survive, every organization needs to apply the 4C Formula, namely critical thinking, creativity, communication and collaboration. In this digital era, a level of innovation and creativity is required from every member of the organization. Innovation theory often emphasizes that innovation is broader than creativity and includes the implementation of created ideas. Because of this, De Jong and Den Hartog developed innovative work behaviours, not only explaining the problem of generating ideas but also building the behaviors necessary for implementing these ideas. The end of developing innovative work behaviour is improving individual and organizational performance. Innovative behaviour is often associated with employee creativity. However, both have different behavioural constructs. Where creativity can be seen in the first stage of the innovative behaviour process needed by employees to generate ideas. Meanwhile, innovative behaviour is more complex because these ideas will arrive at the application stage



(Jong & Den Hartog, 2010).

On average, employees have behaved innovatively in carrying out their work. Reflection of innovative behaviour is shown through the ability to see opportunities, learn new ideas, create new ideas, realize new ideas, have high curiosity, and think deeply. One of the innovative behaviour factors that must play a role in influencing employee performance variables is employees' high work curiosity.

The mediating effect of innovative work behaviour on the relationship between organizational culture and employee performance

Based on the test results, innovative work behaviour has not been able to mediate the influence of organizational culture on employee performance. These results differ from the research produced by Purnamaningtyas and Rahardja (2021), in which research found that the Innovative Behavior variable mediated an indirect effect between organizational culture variables and employee performance variables. Research conducted by Muslim et al. (2021) is also different from the results of this study, where in its conclusion, it states that innovative behaviour partially mediates the relationship between organizational culture and employee performance.

Every organization in the public and private sectors has an organizational culture that guides employees in their work and behaviour. The role of leaders in shaping organizational culture becomes essential when dealing with employees with various mindsets, characters, and so on. Organizational culture was created to unite employees to achieve the organization's goals. So there is a need for compatibility between employees and organizational culture to increase innovative behaviour and employee performance. Good organizational culture makes employees feel fully responsible so that they will be comfortable with their work. When employees feel that ideas are valued at work, it will automatically affect the high performance of employees. To improve employee performance through innovative behaviour, the organization must prioritize organizational culture as a guide for all leaders and employees in mindset, attitude, behaviour and daily actions.

The mediating effect of innovative work behaviour on the relationship between transformational leadership style and employee performance

Based on the test results, innovative work behaviour has not been able to mediate the effect of transformational Leadership on employee performance. These results differ from research conducted by Fathiyah (2022) which concluded that transformational Leadership influences employee performance mediated by innovative work behaviour among employees of the Investment and One-Stop Service Office, Muaro Jambi Regency. The results of this study also contradict the results of research conducted by Pertiwi (2019), which shows that transformational Leadership has a positive and significant effect on employee performance with innovative work behaviour as an intervening variable.

Implications

Based on the results of the research above, this research has the following implications: 1) Organizational culture significantly affects employee performance at the Archives and Libraries Office of North Barito Regency. This implies that the organization can continue to maintain and improve the quality of organizational culture to be consistent and continue to grow because it significantly improves employee performance at the Archives and Libraries Office of North Barito Regency. 2) The transformational leadership style significantly affects employee performance at the Archives and Libraries Office of North Barito Regency. This implies that the leadership pattern applied by the Leadership can improve employee performance at the Archives and Libraries Office of North Barito Regency. Therefore, the current leadership model must be improved to support employee performance. 3) Organizational culture does not significantly affect employees' innovative work behaviour at the Archives and Libraries Office of North Barito Regency. This has implications so that organizations can focus on developing a better organizational culture and can trigger the emergence of creative ideas or ideas for employees to work according to needs which can improve employee work performance at the Archives and Libraries Office of

North Barito Regency. 4) The transformational leadership style has no significant effect on employees' innovative work behaviour at the Archives and Libraries Office of North Barito Regency. This implies that the applied transformational leadership style cannot trigger employees to bring up new ideas or ideas at work. So that in the future, the organization needs to see a suitable leadership style to trigger the emergence of attitudes or work behaviour of employees at the Archives and Libraries Office of North Barito Regency. 5) Innovative work behaviour significantly affects employee performance at the Archives and Libraries Office of North Barito Regency. This has implications so that organizations can focus on triggering the emergence of innovative employee work behaviour by improving organizational culture, changing leadership styles, or improving employee performance at the Archives and Libraries Office of North Barito Regency. 6) Innovative work behaviour does not mediate the influence of organizational culture on performance. This has implications that the Archives and Libraries Office of North Barito Regency needs to provide support to bring up innovative work behaviour attitudes for each employee towards their institution. This is so that the service activities carried out by North Barito Regency Archives and Libraries Office employees will be even better. 7) Innovative work behaviour does not mediate the effect of transformational leadership style on performance. This implies that the Archives and Libraries Office of North Barito Regency needs to find a suitable leadership style model to bring out the attitude of innovative work behaviour of each employee towards his institution. This is so that the service activities carried out by North Barito Regency Archives and Libraries Office employees will be even better.

Conclusions

Based on the research that has been done, the research conclusions can be explained as follows: 1) Organizational Culture has a significant effect on employee performance. This shows that the better the organizational culture applied, the better the performance of the



Archives and Libraries Office of North Barito Regency. 2) Transformational leadership style has a significant effect on employee performance. This shows that the more leaders apply the transformational leadership style, the more they will be able to encourage an increase in the performance of the employees of the Archives and Libraries Office of North Barito Regency. 3) Organizational Culture has no significant effect on innovative work behaviour. This shows that the better the applied organizational culture has not been able to foster innovative work behaviour for the Archives and Libraries Office of North Barito Regency employees. 4) Transformational leadership style has no significant effect on innovative work behaviour. This shows that the transformational leadership style model has not been able to foster innovative work behaviour for the Archives and Libraries Office of North Barito Regency employees. 5) Innovative work behaviour has a significant effect on employee performance. This shows that the higher the quality of innovative work behaviour in a person, the greater the performance of the Archives and Libraries Office of North Barito Regency. 6) Innovative work behaviour has not been able to mediate the influence of organizational culture on performance. This shows that the influence of organizational culture on the performance of employees of the North Barito Regency Archives and Libraries Office cannot be influenced by innovative work behaviour. 7) Innovative work behaviour has not been able to mediate the effect of transformational leadership style on performance. This shows that the influence of transformational leadership style on the performance of the Archives and Libraries Office of North Barito Regency cannot be influenced by innovative work behaviour.

Suggestions

Based on the results of this research, suggestions can then be proposed that are expected to be helpful for the Archives and Libraries Office of North Barito Regency and for further research. 1) For the Archives and Libraries Office of North Barito Regency : a) To improve employee innovative work behaviour, the Archives and Libraries Office of North Barito Regency needs to develop an organizational culture that focuses on attracting



employee interest to innovate. Interest in learning that the organization has developed can be supported by opportunities to innovate through a culture of healthy competition accompanied by awards or rewards for employees. b) To improve employee innovative work behaviour, the Archives and Libraries Office of North Barito Regency can increase organizational support to employees. Support that can be provided by the Archives and Libraries Office of North Barito Regency includes opportunities for employees to develop their abilities and skills by participating in training/training held both internally and externally. In addition, superiors provide support, direction, and input related to work and outside work. This is reinforced by a culture of excellent and open communication with employees, which can be realized by holding formal and non-formal discussion forums. If an employee makes a mistake at work, the boss does not immediately impose a penalty but provides better direction. With adequate knowledge and conducive working conditions, employees can express themselves by creating innovative ideas. 2) For further research: a) Future research can improve the limitations of this study, including increasing the number of respondents, re-examining research results that are not significant and including other variables that influence knowledge sharing and innovative work behaviour, for example, factors owned by individuals.

References

- Alamsyah, M. N. (2022). Tahapan kepemimpinan tranformasional. *Tarbawi Ngabar: Jurnal of Education*, 3(2), 206–217. <https://doi.org/10.55380/tarbawi.v3i2.249>
- Bass, B. M., & Riggio, R. E. (n.d.). *TRANSFORMATIONAL LEADERSHIP, Second Edition*.
- Cahyani, Ika Aprilia, Jajuk H., dan Epsilandri S. 2021. Pengaruh budaya organisasi, gaya kepemimpinan, dan pelatihan terhadap kinerja karyawan pada Kantor Dinas Tenaga Kerja dan Transmigrasi Provinsi D.I Yogyakarta. *Jurnal Manajemen dan Sains*. 6(1): 130-137.
- De Jong, J., & Den Hartog, D. (2010). Measuring innovative work behaviour. *Creativity and*



Innovation Management, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>DOI: <https://doi.org/10.37504/jmb.v4i2.297>

- Dunggio, Swastiani. 2020. Pengaruh budaya organisasi terhadap kinerja pegawai di Kantor Camat Duingi Kota Gorontalo. *PUBLIK: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik*.
- Elny, S. (2021). Pengaruh Perilaku Kerja Inovatif dan Motivasi Kerja Terhadap Kinerja Karyawan di CV. ENZO Medan. *Wahana Inovasi: Jurnal Penelitian dan Pengabdian Masyarakat UISU*, 10(2), 362-369.
- Fathiyah, F., Andriani, Z., & Fitriaty, F. (2022). Pengaruh Kepemimpinan Transformasional dan Motivasi Kerja terhadap Kinerja Karyawan dengan Perilaku Kerja Inovatif sebagai Variabel Mediasi pada Pegawai Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Muaro Jambi. *Jurnal Ilmiah Universitas Batanghari Jambi*, 22(3), 2269-2275.
- Ismail Nawawi Uha. 2013. *Budaya Organisasi Kepemimpinan dan Kinerja (Edisi Pertama)*. Kencana Prenada Media Group.
- Ismail, Iriani. 2008. Pengaruh budaya organisasi terhadap kepemimpinan dan kinerja karyawan Pemerintah Kabupaten-Kabupaten di Madura. *Ekuitas*: 18-36.
- Jeffrey H. Dyer, Hal B. Gregersen, & Clayton M. Christensen. 2009. *The Innovator's DNA*. Harvard Business Review.
- Kaur Bagga, S., Gera, S., & Haque, S. N. (2022). The mediating role of organizational Culture: Transformational Leadership and change management in virtual teams. *Asia Pacific Management Review*. <https://doi.org/10.1016/j.apmrv.2022.07.003>
- Khasanah, I. F. N., & Himam, F. (2019). Kepemimpinan Transformasional Kepribadian Proaktif dan Desain Kerja sebagai Prediktor Perilaku Kerja Inovatif. *Gajah Mada Journal of Psychology (GamaJoP)*, 4(2), 143. <https://doi.org/10.22146/gamajop.46361>
- Lathifah, I., & Kurniawati, A. F. (2021). Dampak Pengembangan Sumber Daya Manusia, Budaya Organisasi Dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Sekolah



Tinggi Manajemen Informatika Dan Komputer (STMIK) AUB
Surakarta. *BHIRAWA*, 6(1), 30-39.

- Manik S, dan Megawati. 2019. Pengaruh budaya organisasi terhadap semangat kerja pegawai pada Dinas Kesehatan Kabupaten Pelalawan. *Jurnal Niara*. 11 : 118-124.
- Mukmin, Silahul. 2021. Pengaruh gaya kepemimpinan dan budaya organisasi terhadap kinerja karyawan melalui kepuasan kerja karyawan sebagai variabel intervening. *Jurnal Manajerial Bisnis*.
- Muslim, M., Hidayat, M., & Daud, A. (2021). Pengaruh budaya organisasi dan motivasi berprestasi terhadap kinerja karyawan melalui perilaku inovatif pada PT. Telkomsel area pamasuka makassar. *Nobel Management Review*, 2(1), 95-108.
- Pertiwi, V., & Ratnawati, I. (2019). *Pengaruh kepemimpinan transformasional terhadap kinerja karyawan dengan perilaku kerja inovatif sebagai variabel intervening (studi pada karyawan kantor wilayah pt. Bank rakyat indonesia (persero) tbk. Semarang)* (Doctoral dissertation, Fakultas Ekonomika dan Bisnis).
- Purnamaningtyas, S. D., & Rahardja, E. (2021). Pengaruh Kepemimpinan Inklusif Dan Budaya Organisasi Terhadap Kinerja Pegawai Dengan Perilaku Inovatif Sebagai Variabel Mediasi (Studi Pada Pegawai Dinas Perindustrian dan Perdagangan Provinsi JawaTengah). *Diponegoro Journal of Management*, 10(4).
- Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020). Dampak kepemimpinan, budaya organisasi dan perilaku kerja inovatif terhadap kinerja pegawai puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, 9(01), 19-27.
- Purwanto, A., dkk. 2020. Dampak kepemimpinan, budaya organisasi dan perilaku kerja inovatif terhadap kinerja pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*. 9(1): 19-27.
- Rivai, A. 2020. Pengaruh Kepemimpinan Transformasional dan Budaya organisasi Terhadap Kinerja Karyawan. *MANEGGGIO: Jurnal Ilmiah Magister Manajemen* 3(2).
<https://doi.org/10.30596/maneggio.v3i2.5291>



- Robbins, S. P., & Judge, T. A. 2017. *Perilaku Organisasi* (6th ed.). Salemba Empat, Jakarta.
- Susanne G. Scot, & Reginald A. Bruce. 1994. Determinants of innovative behavior: a path model of individual innovation in the workplace. *Academy of Manajement Journal*.
- Wirae Gunawan, Ferdinand, & Achmad Syamsudin. 2022. Pengaruh Budaya Organisasi dan Gaya Kepemimpinan Terhadap Kinerja Pegawai Melalui Motivasi Kerja DLHKP Kabupaten Gunung Mas. *Journal of Environment and Management*, 3(1), 16–25. <https://doi.org/10.37304/jem.v3i1.4282>