



## Transformational leadership and organizational culture of Islamic boarding school mediated by employee engagement

 Amiruddin <sup>(a)\*</sup>  Desi Tri Kurniawati <sup>(b)</sup>



<sup>(a)</sup> Management Department, Faculty of Economics and Business, University of Brawijaya, Malang, Indonesia

<sup>(b)</sup> Associate Professor, Management Department, Faculty of Economics and Business, University of Brawijaya, Malang, Indonesia

### ARTICLE INFO

#### Article history:

Received 18 April 2024

Received in rev. form 22 June 2024

Accepted 23 July 2024

#### Keywords:

Transformational leadership, organizational culture, employee engagement, employee performance.

#### JEL Classification:

J24, O15

### ABSTRACT

*This study examines the influence of transformational leadership and organizational culture on the performance of Islamic boarding school teachers in Bangkalan Madura through employee engagement mediation. This research was conducted in three Islamic boarding schools in Bangkalan, Madura. This study uses saturated sampling. Primary data was obtained by distributing questionnaires to 89 teaching staff. Data analysis uses the Least Square partial structural equation model (SEM-PLS) with the Smart-PLS 3.0 application. The results of the study show that transformational leadership can have a significant positive influence on teacher performance and organizational culture is also proven to have a positive and significant effect on teacher performance. This study also found that employee attachment is able to partially mediate the influence of transformational leadership on employee performance. Employee attachment also plays a role as a partial mediator in the influence of organizational culture on employee performance. Based on these findings, it is necessary to pay attention to and optimize the practice of transformational leadership style and organizational culture continuously to be able to improve employee performance.*

© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

## Introduction

Pesantren is a traditional Islamic educational institution, students who study at pesantren will usually live in a dormitory that is directly supervised by a kiai, the students live in a complex in which there is also a mosque for them to worship and also classrooms to learn to recite or other religious activities. As generally a pesantren is usually led by a kiai who is able to provide an understanding of religious knowledge to his students, as time goes by and the development of the times many pesantren also offer formal education to their students, starting from the lowest level to higher education (Pulungan, 2020). This is certainly done to support the national education goal for the development of intelligent human resources (Yeni et al., 2019). In community life, education is an important foundation in improving the quality of human resources in a country (Ayu Puspitas Sari et al., 2021). The existence of educational institutions can provide synergy in the socio-economic order and all affairs related to the fulfillment of human life needs, both individuals and groups (Hutasuhut, 2018).

However, with the existence of formal institutions in an Islamic boarding school in Indonesia, there are still many problems, such as the findings of Iing's research, (2021) that the problems faced by Islamic boarding schools are human resources, funds, facilities and infrastructure, access to communication to the outside world, kiai-centric traditions, curriculum is less relevant to the times, and institutional management. The development of increasingly advanced technology is also a challenge for Islamic boarding schools, technological advances are a new challenge for Islamic boarding schools in developing the resources in them, especially teachers who play an important role in distributing knowledge to students and students in an Islamic boarding school (Kholifah, 2022).

Ayu Puspitas Sari et al., (2021) in their research said that in the process of running an education, the quality of education is a parameter that can be felt by the general public, this can be in the form of input, learning process and graduates (output) produced. Therefore,

\* Corresponding author. ORCID ID: 0009-0002-3904-0598

© 2024 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance.

<https://doi.org/10.20525/ijrbs.v13i5.3454>

employee performance is one of the front lines in achieving the vision and mission of an organization or institution, studies on academics and practitioners who focus on predictors or determinants of employee performance (Buil et al., 2019). This is also reinforced by Eliyana et al., (2019) who stated that the main purpose of performance appraisal is to motivate employees so that they can improve their performance. The problem of declining performance is evidenced by the PKG (Teacher Performance Assessment) report in 2020-2023 which shows that the value of teachers' performance is dominated by results that show a decline in performance. This decline in performance shows that organizations must pay attention to their employees as assets that must be taken into account in order for their performance to improve. This is because employee performance plays an important role in the success and achievement of organizational goals.

Mangkunegara (2017) indicates that a significant factor in influencing individual performance is leadership style. Leadership is placed as the main factor that has a strategic role in providing direction and guidance to subordinates. Eliyana et al., (2019) said that one of the key determinants is that leaders are unique with different talents, a company needs to have a talent mapping for selected structural positions. Similar findings were also said by Buil et al., (2019) and Qalati et al., (2022) which showed that transformational leadership has a significant influence on employee performance. The same thing about the positive and significant influence of transformational leadership on teacher performance was also conveyed by Andriani et al., (2018) and Purwanto et al., (2020). However, there are several research results that show that transformational leadership does not have an influence on employee performance as conveyed by (Eliyana et al., 2019; Kamar et al., 2020; Prabowo et al., 2018).

Organizational culture is also one of the key factors in influencing employee performance, organizational culture refers to the values, norms, beliefs, and behaviors embraced and shared by members of an organization Schein, (1990). A positive organizational culture can increase employee motivation because they feel involved in the company's goals and values so that the gal can improve their performance (AlShehhi et al., 2021; Paais & Pattiruhu, 2020; Putriana et al., 2015). However, even so, there are several research results that show that organizational culture does not have an influence on employee performance as conveyed by (Hatidja et al., 2022; Paramita et al., 2020; Yanto Yanto and Irfan Noviandy Aulia, 2021).

Furthermore, low employee attachment can be the cause of declining employee performance according to Sendawula et al., (2018) good employee engagement can encourage employee performance to be better, so that employees will be more enthusiastic in completing the responsibilities given. This supports the opinion of Marcey et al., (2009), Mone and London, (2018) who said that employee engagement is one of the keys in encouraging the improvement of employee performance levels in a company or organization.

This study uses quantitative methods and explanatory research approaches. The object of the research was carried out at an Islamic boarding school in Bangkalan, East Java, Indonesia. The collection technique used was a questionnaire distributed using Google form to 89 employees, data analysis using the Structural Partial Least Square (SEM-PLS) equation model. Based on the description above, the researcher investigated the influence of transformational leadership and organizational culture on teacher performance through employee engagement as mediation.

The paper is structured as follows: the first part is an introduction, and the second part is a literature review with theoretical and empirical studies highlighting the relationship between theory and practice. The third part introduces research background information and methodology. After analyzing and finding research, the author provides a discussion along with its implications. Finally, the paper concludes with key points, recommendations, future research directions, and limitations.

## **Literature Review**

### **Employee Performance**

Handoko (2001:135) states that performance is the last measure of an employee's success in carrying out his duties and responsibilities. Hasibuan (2009:94) that performance is a result of work achieved by someone in carrying out the tasks that have been assigned to him, by benchmarking his skills, experience and seriousness as well as punctuality. Likewise with Rivai (2004:309) that performance is a real behavior that has been displayed by everyone as a form of work achievement produced by employees with their role in the organization or company. Therefore, employee performance is one of the frontlines in achieving the vision and mission of an organization or institution, studies on academics and also practitioners who focus on predictors or determinants of employee performance, Therefore studies on employee performance continue to be carried out in the organizational realm, both profit-oriented and non-profit (Buil et al., 2019). The indicators used in this study refer to the opinion of Susanto, (2016:75) who also adopted from Government Regulation Number 19 of 2005 concerning National Education Standards.

### **Transformational Leadership**

Schermerhorn (1999) defines leadership as a process to motivate and influence others to work hard to realize and support organizational goals. On the other hand, Bass (1990) observes leadership as a process of interaction between individuals and groups that includes the situation, expectations, and perceptions of structured or restructured members. Leadership that is able to make strategic changes is a characteristic of transformational leadership (Bass & Avolio, 1994; Bass, 1999; Bass & Riggio, 2006). Transformational leaders help followers to increase engagement in navigating situations with inspiration, and lead them with quality decisions, as well as spark employee motivation for work that ultimately affects employee performance. (Andriani et al., 2018; Buil

et al., 2019; Lee et al., 2023; Qalati et al., 2022; Rita et al., 2018) found that transformational leadership has a positive and significant influence on employee performance.

Furthermore, the findings of research from Balwant et al., (2020) said that transformational leadership also has a positive and significant influence on employee engagement, the better transformational leadership, the better employee engagement, similar findings were also conveyed by Milhem et al., (2019) and Nguyen, (2020). Therefore, based on the previous research, the following hypothesis is obtained:

H<sub>1</sub> : Transformational leadership has a positive and significant effect on employee performance.

H<sub>2</sub> : Transformational leadership has a positive and significant effect on employee engagement.

### **Organizational Culture**

Organizational culture is a belief, value and assumption spread by every member in an organization or company. According to Cherian et al., (2021) organizational culture is a common basic assumption pattern that the group learns when solving the problem. This is a mirror of the company's identity and its maturity. Schein, (2004) also explains that organizational culture is a rule of behavior that is observed when people interact, norms that develop in a work group, dominant values that are supported by an organization, a philosophy that defines the rules of the game that must be obeyed in order to be accepted as a member of the organization. Furthermore, Robbins & Judge, (2019) The original culture is built by the premonition of the founder of the organization or company, then the actions of the top leadership determine the general climate of good behavior and vice versa.

The results of his research Paais & Pattiruhu, (2020) said that organizational culture has a positive and significant influence on employee performance. In addition, similar findings about the positive and significant influence between organizational culture and employee performance were also conveyed by (AlShehhi et al., 2021; Shahzad, 2014; Wua et al., 2022). This means that the better the organizational culture in a company, the better the performance of employees in the company. Furthermore, Ismail et al., (2019) said that organizational culture also has an influence on employee engagement, the existence of a good organizational culture in a company will have a good impact on the level of employee engagement in the company. The results of the study are also supported by the findings of Afkar & Sayekti, (2020) and Hasan et al., (2020) that the existence of a good organizational culture can increase the level of employee engagement in a company. Based on the results of previous research, the following hypotheses can be obtained:

H<sub>3</sub> : Organizational culture has a positive and significant effect on employee performance.

H<sub>4</sub> : Organizational culture has a positive and significant effect on employee engagement.

### **Employee Engagement**

Employee engagement shows that individual attitudes psychologically appear when occupying and performing roles in the organization (Kahn, 1990). Brad Shuck et al., (2011) argue that employee engagement is the cognitive unity of individual employees and emotions and behaviors that lead to the results that the company or organization wants to achieve. The employee involved will show attention and mental absorption at work and will show a deep emotional connection to the place where he or she is working. The findings from Anitha J., (2014) said that employee engagement can have a positive and significant effect on employee performance, similar findings were also conveyed by Sendawula et al., (2018) and Ismail et al., (2019) about the positive influence of employee engagement on employee performance. Furthermore, the research that has been conducted provides evidence that employee engagement has a positive influence on employee performance and this correlation is the basis for assuming employee attachment as a mediation variation.

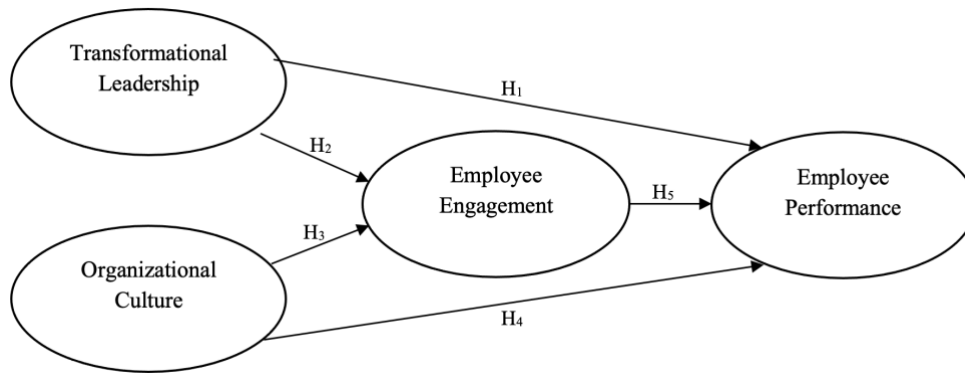
H<sub>5</sub> : Employee engagement has a positive and significant effect on employee performance.

H<sub>6</sub> : Employee engagement mediates the influence of transformational leadership on employee performance.

H<sub>7</sub> : Employee engagement mediates the influence of organizational culture on employee performance.

### **Research and Methodology**

This research was conducted in formal Islamic boarding schools by involving the entire research population of 89 employees who were willing to participate in this research and had been approved by the institution's licensing ethics committee. Sampling is a census because it takes the entire population as a research sample. The data collection technique uses a questionnaire prepared by adapting from previous research that has been validated and suitable for use in this study, especially items related to the education sector. The questionnaire was translated into Indonesian, entered into a Google form, and distributed online to all respondents. Data analysis uses the Partial Least Square Structural Equation Modeling (SEM-PLS) model technique with the Smart-PLS 3.0 application. This analysis is used because it matches the collected data, which is scanty, with complex models and reflective indicators in measuring its constructs.



**Figure 1:** Conceptual model of the research; Source: Author

## Findings and Discussion

### Findings

**Table 1:** Respondent Demographics

	Description	Frequency	%
Gender	Male	40	45%
	Female	49	55%
Age	20-25 Year	63	71%
	26-30 Year	26	29%
	<1 Year	2	2%
Length of Service	1-2 Year	58	65%
	2-3 Year	25	28%
	>3 Year	4	5%

Table 1 shows the results of the collection of 89 respondents, which can be categorized as the majority of respondents are female as much as 55% (49). The majority of respondents aged 20-25 years were 71% (71), then based on the length of work, the majority had worked as teachers for 1-2 years as much as 65% (68).

### Measurement Model

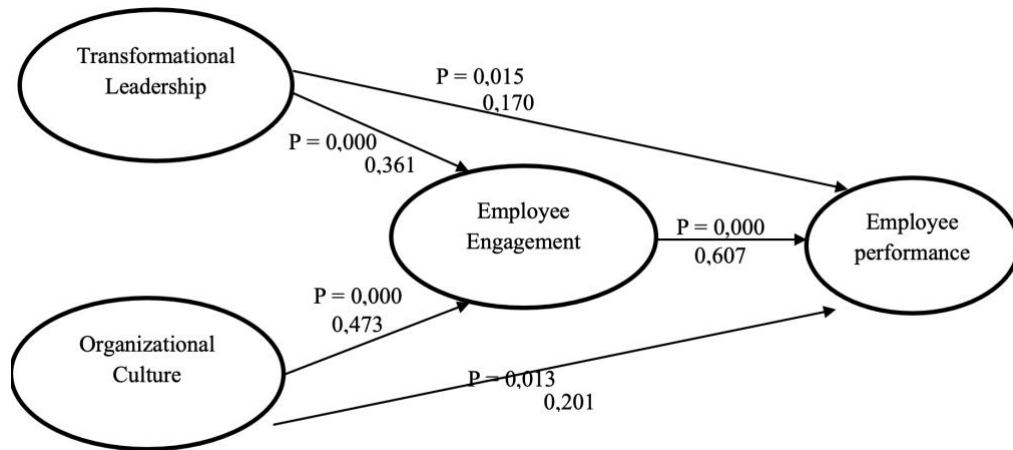
**Table 2:** Cronbach Alpha, Composite Reliability, Average Variance Extracted

Variable	Cronbach's Alpha	Composite Reliability	AVE
Transformational Leadership	0,929	0,941	0,668
Organizational Culture	0,962	0,966	0,674
Employee Engagement	0,879	0,909	0,625
Employee Performance	0,874	0,905	0,615

Table 2 shows that the scale, magnitude and statistical suitability of this study are acceptable. It is known that the average variance extract (AVE) value in the transformational leadership variable is 0.668, the organizational culture variable is 0.674, the employee engagement variable is 0.625 and the employee performance variable is 0.615.

Thus, all indicators were declared valid because the results of the evaluation of the measurement model had met the AVE value, which was greater than 0.50. The value of Cronbach's Alpha coefficient on four variables was obtained consecutively, namely 0.929 in the transformational leadership variable, 0.967 in the organizational culture variable, 0.879 in the employee engagement variable, and 0.874 in the employee performance variable.

Furthermore, through Table 2, it is also known that the Composite Reliability value of the four variables is 0.941 in the transformational leadership variable, 0.966 in the organizational culture variable, 0.909 in the employee engagement variable, and 0.905 in the employee performance variable. Therefore, it can be concluded that the entire reliability construct is based on Cronbach's Alpha and Composite Reliability. The R-squared value of the employee performance variable in the research model was 0.814. The Goodness of Fit (Gof) value in this study was obtained through  $(AVE \times R^2) = (0.645 \times 0.708) = 0.456$ . It can be concluded that the model has a great predictive relevance value to employee performance explained by transformational leadership, organizational culture and employee engagement.



**Figure 2:** Direct Influence Test Results; Source: Author

Figure 2 shows the results of direct hypothesis testing. Through Figure 2, it is known that transformational leadership has a positive and significant influence on employee performance ( $\beta = 0.170$ ,  $t = 2.429$ ,  $p < 0.05$ ). Organizational culture has a positive and significant influence on employee performance ( $\beta = 0.201$ ,  $t = 2.449$ ,  $p < 0.05$ ). Based on these findings, hypotheses 1 and 2 are accepted. Furthermore, it is known that there is a positive and significant influence between transformational leadership and employee engagement ( $\beta = 0.361$ ,  $t = 4.049$ ,  $p < 0.05$ ). Then it was found that organizational culture had a positive and significant influence on employee engagement ( $\beta = 0.473$ ,  $t = 5.113$ ,  $p < 0.05$ ). Furthermore, it is known that employee attachment has a positive and significant influence on employee performance ( $\beta = 0.607$ ,  $t = 7.482$ ,  $p < 0.05$ ). Thus it can be concluded that hypotheses 3, 4, and 5 are accepted.

**Table 3:** Indirect Effect

Variable	Coefficients	t-statistics	p-values	Hasil
TL -> EE -> EP	0,219	3,380	0,001	Accepted
OC -> EE -> EP	0,287	4,356	0,000	Accepted

Table 3 shows the results of testing the indirect influence or mediation of employee attachment variables on the influence of transformational leadership on employee performance ( $\beta = 0.219$ ,  $t = 3.380$ ,  $p > 0.05$ ), so it can be concluded that hypothesis 6 is accepted. This means that employee attachment can be a bridge between the influence of transformational leadership in improving employee performance; Employee engagement felt from comprehensive transformational leadership practices can improve employee performance. Table 3 also shows the mediating role of employee attachment variables on the influence of organizational culture on employee performance ( $\beta = 0.287$ ,  $t = 4.356$ ,  $p > 0.05$ ). It can then be concluded that hypothesis 7 is accepted. This means that employee attachment can be a bridge between the influence of transformational leadership in improving employee performance; Employee attachment felt from the existence of organizational culture can improve employee performance. The role of employee engagement mediation is partial mediation because direct influence significantly affects everything.

The results showed that the R-square value for the employee attachment variable was 0.603, which means that the influence of the transformational leadership variable on employee engagement was 60.3%. While the rest is explained by other variables outside the research model. Furthermore, the determination coefficient is included in the moderate category because it is above 0.33. Furthermore, the influence of transformational leadership variables, organizational culture, and employee engagement on teacher performance was 0.814 or 81.4%. While the rest is explained by other variables outside the research model. Furthermore, the determination coefficient is included in the strong category because it is above 0.67 (Chin, 1998).

## **Discussion**

Transformational leadership is one of the aspects that makes it easier for organizations and employees to be able to overcome problems regarding performance because transformational leadership is one of the most important keys in human resource management (Buil et al., 2019). Comprehensive transformational leadership style practices can increase good engagement between employees, as found by Milhem et al., (2019) who state that the existence of a transformational leadership model in organizations can increase engagement between employees. Furthermore, Lee et al., (2023) stated that the practice of transformational leadership styles in organizations can encourage improved employee performance. This is certainly important to be applied to the need to increase the motivation and productivity of employees. The results of the statistical analysis show that better transformational leadership style practices can directly drive improved employee performance and engagement. The results of this study support previous research, as found by (Bakker & Demerouti, 2008; Buil et al., 2019; Lee et al., 2023; N. P. Nguyen et al., 2023; Qalati et al., 2022; Rita et al., 2018; Asrar-ul-Haq & Kuchinke, 2016) who agree that the practice of a comprehensive transformational leadership style can drive employee performance and employee engagement.

Organizational culture is a belief, value and assumption spread by every member in an organization or company. According to Cherian et al., (2021) organizational culture is a common basic assumption pattern that the group learns when solving the problem. So that with a good organizational culture, it is hoped that employees can also properly trigger their performance. Organizational culture is a mirror of the company's identity and its maturity. The results of this study show that organizational culture is empirically proven to encourage employee performance directly. In practice, this study provides recommendations for stakeholders regarding the need to pay attention to and make policies regarding a good organizational culture model to achieve employee engagement and encourage better employee performance. Furthermore, the results of this study are in line with the findings of his previous research, as found from (Afkar & Sayekti, 2020; AlShehhi et al., 2021; Hasan et al., 2020; Paais & Pattiruhu, 2020; Shahzad, 2014; Wua et al., 2022) who agreed that organizational culture can increase employee engagement and make a positive contribution to improving employee performance.

Employee engagement is as a positive, fulfilling action related to passion and dedication as well as robustness and absorption. This is in line with the empirical findings of this study which show that employee engagement can improve employee performance. The higher the level of employee attachment felt, the more the performance of employees at the place of work will also increase. In practice, stakeholders should pay more attention to the level of engagement between their employees because it will have an impact on their performance level. The results of this study found empirically that employee engagement can improve employee performance. in line with the findings of previous research (Anitha J., 2014; Ismail et al., 2019; Sendawula et al., 2018) who agree that employee engagement can make a positive contribution to improving employee performance.

This study uses mediation variables as a novelty, namely employee attachment to determine the influence of transformational leadership and organizational culture on employee performance. The results of the analysis show that employee attachment can be a bridge between transformational leadership and employee performance. Then employee attachment can also bridge the influence of organizational culture on employee performance. In practice, the picture for stakeholders is that when they want to improve employee performance, they need to pay attention to the leadership style applied in their organization. Then employee attachment in the organization also needs to be considered because it is empirically proven when employees feel attached, then their performance can be maximally improved with a transformational leadership style model strategy and effective and efficient organizational culture policies.

## **Conclusion**

The analysis of demographic characteristics, measures of reliability and validity, and the results of direct influence tests provide comprehensive insights into the factors that can affect teacher performance in this study. Demographic data reveals a diverse sample, mostly consisting of young to middle-aged individuals, and having a fairly long working life. This demographic profile shows that these findings reflect a fairly experienced workforce. Reliability and validity measurements show that the constructs of Transformational Leadership, Organizational Culture, Employee Engagement, and Teacher Performance are highly reliable and valid, with all constructs exceeding acceptable thresholds for Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). The results of the direct influence test showed that there was a significant positive relationship between Transformational Leadership and Teacher Performance, Organizational Culture and Teacher Performance, and Employee Engagement with Teacher Performance.

The findings of this study emphasize the important role of effective transformational leadership practices and positive organizational culture in improving employee engagement and employee performance. The findings of this study also show that transformational leadership has the potential to improve teacher performance both directly and indirectly. Transformational leadership can directly increase employee engagement. Organizational culture can have a positive effect on improving teacher performance both directly and indirectly. A good organizational culture may positively increase employee engagement. The role of employee attachment mediation as partial mediation is seen from the ability of this variable to mediate the impact of transformational leadership and organizational culture on the performance of Islamic boarding school teachers in Bangkalan, Madura.

This research was conducted on the teacher sector of formal institutions in Islamic boarding schools, so it cannot be generalized to other sectors or even teachers who teach outside Islamic boarding schools because they have different characteristics and regulations of transformational leadership practices and organizational culture policies. In this study, the researcher focuses on using transformational leadership variables, organizational culture, and employee attachment as factors that affect employee performance. However, if you look at some references, other factors are not used in this study, so there is still a gap for future researchers to find variables that can improve employee performance in the same sector. Finally, this study uses a mediation variable, namely employee attachment is proven to play a role in partial mediation. The researcher is then expected to look for other mediating variables that can mediate perfectly with different independent variables.

### Acknowledgement

All authors have read and agreed to the published version of the manuscript.

**Author Contributions:** Conceptualization, A; methodology, A. validation, D.T.K.; formal analysis, A; investigation, A and D.T.K; resources, A.; writing—original draft preparation, A; writing—review and editing, D.T.K and A.

**Funding:** This research did not get funding from any party

**Informed Consent Statement:** Informed consent was obtained from all subjects involved in the study.

**Data Availability Statement:** The data presented in this study are available on request from the corresponding author. The data are not publicly available due to restrictions.

**Conflicts of Interest:** The authors declare no conflict of interest.

### References

- Afkar, M. N., & Sayekti, A. (2020). Influence of Organizational Culture and Work Motivation on Employee Engagement of Corporate PT Pertamedika IHC. *Kinerja*, 24(2), 140–155. <https://doi.org/10.24002/kinerja.v24i2.2481>
- AlShehhi, N., AlZaabi, F., Alnahhal, M., Sakhrieh, A., & Tabash, M. I. (2021). The effect of organizational culture on the performance of UAE organizations. *Cogent Business and Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1980934>
- Andriani, S., Kesumawati, N., & Kristiawan, M. (2018). The influence of the transformational leadership and work motivation on teachers performance. *International Journal of Scientific and Technology Research*, 7(7), 19–29.
- Anitha J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees' attitude towards their leader and performance: Empirical evidence from Pakistani banks. *Future Business Journal*, 2(1), 54–64. <https://doi.org/10.1016/j.fbj.2016.05.002>
- Ayu Puspitas Sari, Syarwani Ahmad, & Helmi Harris. (2021). Pengaruh Budaya Organisasi dan Motivasi Kerja Terhadap Kinerja Guru. *Jambura Journal of Educational Management*, 2(September), 97–113. <https://doi.org/10.37411/jjem.v2i2.642>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476>
- Balwant, P. T., Mohammed, R., & Singh, R. (2020). Transformational leadership and employee engagement in Trinidad's service sector: The role of job resources. *International Journal of Emerging Markets*, 15(4), 691–715. <https://doi.org/10.1108/IJOEM-01-2019-0026>
- Brad Shuck, M., Rocco, T. S., & Alborno, C. A. (2011). Exploring employee engagement from the employee perspective: Implications for HRD. *Journal of European Industrial Training*, 35(4), 300–325. <https://doi.org/10.1108/03090591111128306>
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>
- Cherian, J., Gaikar, V., Paul, R., & Pech, R. (2021). Corporate culture and its impact on employees' attitude, performance, productivity, and behavior: An investigative analysis from selected organizations of the United Arab Emirates (UAE). *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 1–28. <https://doi.org/10.3390/joitmc7010045>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Hasan, H., Astuti, S., Tri, W. A., & Iqbal, M. (2020). Impact of Organizational Culture on Employee Engagement and Employee Performance: A Stimuli-Organism-Response Approach. *Wacana*, 23(4), 235–247.
- Hatidja, S., Abubakar, H., Hernita, H., Arya, G., Arimbawa, P., Halim, A., & Kusuma Putra, P. (2022). The Effect of Organizational Citizens' Behavior (OCB), Competence, and Organizational Culture on Performance: Employee Satisfaction as Mediating Variable. *International Journal Of Artificial Intelligence Research*, 6(1), 1–10. <https://doi.org/10.29099/ijair.v6i1.2.611>
- Hutasuhut, E. (2018). Pengaruh Budaya Organisasi, Kepemimpinan Transformasional Terhadap Kinerja Guru BK SMA Kota Medan. *Psikologi Konseling*, 12(1), 161–172. <https://doi.org/10.24114/konseling.v12i1.12184>

- ling. (2021). Problem dan tantangan lembaga pendidikan pondok pesantren salaf dan modern. *Bestari*, 18(2), 165–180. <https://doi.org/10.36667/bestari.v18i2.946>
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*, 68(3), 506–523. <https://doi.org/10.1108/IJPPM-02-2018-0052>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
- Kamar, K., Novitasari, D., Asbari, M., Winanti, W., & Goestjahjanti, F. S. (2020). Enhancing Employee Performance During the Covid-19 Pandemic: the Role of Readiness for Change Mentality. *Jurnal Dinamika Manajemen*, 11(2), 154–166. <https://doi.org/10.15294/jdm.v11i2.25279>
- Kholifah, A. (2022). Strategi Pendidikan Pesantren Menjawab Tantangan Sosial di Era Digital. *Jurnal Basicedu*, 6(3), 4967–4978. <https://doi.org/10.31004/basicedu.v6i3.2811>
- Lee, C. C., Yeh, W. C., Yu, Z., & Lin, X. C. (2023). The relationships between leader emotional intelligence, transformational leadership, and transactional leadership and job performance: A mediator model of trust. *Heliyon*, 9(8). <https://doi.org/10.1016/j.heliyon.2023.e18007>
- Milhem, M., Muda, H., & Ahmed, K. (2019). The Effect of Perceived Transformational Leadership Style on Employee Engagement: The Mediating Effect of Leader's Emotional Intelligence. *Foundations of Management*, 11(1), 33–42. <https://doi.org/10.2478/fman-2019-0003>
- Nguyen, D. L. (2020). Mediating the role of psychological empowerment between transformational leadership and employee engagement. *Management Science Letters*, 10(16), 4039–4044. <https://doi.org/10.5267/j.msl.2020.7.005>
- Nguyen, N. P., Hang, N. T. T., Hiep, N., & Flynn, O. (2023). Does transformational leadership influence organisational culture and organisational performance: Empirical evidence from an emerging country. *IIMB Management Review*, 1–11. <https://doi.org/10.1016/j.iimb.2023.10.001>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/JAFEB.2020.VOL7.NO8.577>
- Paramita, E., Lumbanraja, P., & Absah, Y. (2020). The Influence of Organizational Culture and Organizational Commitment on Employee Performance and Job Satisfaction as a Moderating Variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review (Ijrrjournal.Com)*, 7(March), 3.
- Prabowo, T. S., Noermijati, N., & Irawanto, D. W. (2018). the Influence of Transformational Leadership and Work Motivation on Employee Performance Mediated By Job Satisfaction. *Jurnal Aplikasi Manajemen*, 16(1), 171–178. <https://doi.org/10.21776/ub.jam.2018.016.01.20>
- Pulungan, A. (2020). Pesantren Musthafawiyah Purbabaru Mandailing Pesantren Terbesar di Sumatera Utara Berdiri Tahun 1912. In *Perdana Publishing*.
- Purwanto, A., Pramono, R., Asbari, M., Senjaya, P., Hadi, A. H., & Andriyani, Y. (2020). Pengaruh Kepemimpinan terhadap Kinerja Guru Sekolah Dasar dengan Keterlibatan Kerja dan Budaya Organisasi sebagai Mediator. *EduPsyCouns: Journal of Education, Psychology and Counseling*, 2(1), 50–63.
- Putriana, L., Wibowo, Umar, H., & Riady, H. (2015). The Impact of Organizational Culture On Job Satisfaction, Organizational Commitment And Job Performance : Study on Japanese Motorcycle Companies in Indonesia. *International Journal of Education and Research*, 3(9), 103–114. <http://ijern.com/journal/2015/September-2015/09.pdf>
- Qalati, S. A., Zafar, Z., Fan, M., Sánchez Limón, M. L., & Khaskheli, M. B. (2022). Employee performance under transformational leadership and organizational citizenship behavior: A mediated model. *Heliyon*, 8(11). <https://doi.org/10.1016/j.heliyon.2022.e11374>
- Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. *International Journal of Law and Management*, 60(4), 953–964. <https://doi.org/10.1108/IJLMA-03-2017-0026>
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior*, Eighteenth Edition, Global Edition. In *Malaysia: Printed and bound by Vivar*.
- Schein, E. H. (2004). *Organizational Culture and Leadership* Third Edition. In *San Francisco: JosseyBass Publishers*. <https://doi.org/10.12968/indn.2006.14.73618>
- Sendawula, K., Nakyejwe Kimuli, S., Bananuka, J., & Najjemba Muganga, G. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business and Management*, 5(1), 1–12. <https://doi.org/10.1080/23311975.2018.1470891>
- Shahzad, F. (2014). Impact of organizational culture on employees' job performance: An empirical study of software houses in Pakistan. *International Journal of Commerce and Management*, 24(3), 219–227. <https://doi.org/10.1108/IJCoMA-07-2012-0046>
- Wua, I. W. G., Noermijati, N., & Yuniarinto, A. (2022). the Influence of Organizational Culture on the Employee Performance Mediated By Job Satisfaction and Organizational Commitment. *Jurnal Aplikasi Manajemen*, 20(3). <https://doi.org/10.21776/ub.jam.2022.020.03.07>



- Yanto Yanto dan Irfan Noviandy Aulia. (2021). the Effect of Transformational Leadership and Organizational Culture on Innovative Behavior. *International Journal of Education and Social Science Research*, 04(03), 306–320. <https://doi.org/10.37500/ijessr.2021.4319>
- Yeni, A., Wote, V., & Patalatu, J. S. (2019). *gautama,+9.+Alice+Yeni+Verawati+Wote+455-461+(1)1*. 3(4), 455–461.

**Publisher's Note:** SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



© 2024 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

International Journal of Research in Business and Social Science (2147-4478) by SSBFNET is licensed under a Creative Commons Attribution 4.0 International License.