

The Influence of Organizational Culture, Work Environment, Transformational Leadership and the Application of Information Technology on Organizational Performance

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Abstract

Organizations have an important role in creating hope and are used as a means of fulfilling the life needs of someone who dedicates themselves to the organization, so organizations need to survive in facing various challenges that arise over time. The supporting factors of organizational performance include organizational culture, work environment, transformational leadership, and the application of information technology. This research uses descriptive methods and quantitative approaches that produce findings that can be achieved (obtained) using statistical procedures or other means of quantification (measurement). The existing population amounted to 55 respondents and non-probability sampling techniques were used so that a sample of 55 respondents was obtained as well.

Keywords: *organizational culture; work environment; transformational leadership; information technology; organizational performance.*

INTRODUCTION

Organizations become very decisive for humans to work, create hope, and meet the needs of someone who dedicates himself to an organization. Through the organization, a person can get rewards in the form of both material and non-material or certain satisfactions that can meet the needs of his life and family to a certain extent according to the rules of the organization. Organizations can be conditioned into environments where human life relates to every aspect of life (Sagala, 2016). Competition in an organization today requires workers to be better prepared to face the challenges that come their way. In order for an organization to continue to exist, it must dare to face challenges and implications, namely facing change and winning the competition (Wartini, 2014). The factors that influence organizational performance are organizational culture, work environment, transformational leadership, and the application of information technology.

Organizational culture is an integrated pattern of human behavior and is related to the problem of adjustment or integration of internal and external conditions (Widodo, 2011). When workplace culture aligns with employees, they tend to feel more comfortable, supported, and valued. Companies that put culture first can also face difficult times and changes in the business environment and become stronger (Putra et al., 2020). The organizational environment is all elements inside or outside the organization that can affect part or all of an organization. There are two classifications in the organizational

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environment, namely the internal environment and the external environment (Zaenudin et al., 2021).

Leadership includes how to influence, mobilize, motivate, inspire, and provide opportunities for all members of the organization to reach their full potential (Slahanti & Setyowati, 2021). In the practice of the organizational world, leadership is very easy to find in various scopes and levels of organizations. One organizational leadership style is transformational leadership. Transformational leadership refers to a set of abilities that enable a leader to recognize the need for change. This leadership style emphasizes the high motivation and strong will of the members of the organization by creating an inspiring vision and mission for the future of the organization (Harmoko, 2017). This very rapid advancement of information technology also really causes the world to become a narrower place and without borders because information technology has a very wide reach. So that information technology becomes the main need in an organization (Nurariansyah, 2019).

Previous research conducted by Kapriani et al., (2021) states that organizational culture that is loaded with values and work principles affects the improvement of organizational performance. A work environment that is integrated with work dynamics affects the improvement of organizational performance. Dominant transformational leadership has an influence on improving organizational performance which is proven to show transformational leadership that is charismatic, inspiring, shows intellectual stimulation and individual consideration affects the improvement of organizational performance. Research Andriani, (2016) It also states that transformational leadership style, organizational culture and work environment are influential together on organizational performance. On research Meirina & Dewi, (2021) states that there is a positive influence between information technology on organizational performance.

Some previous research provides a variety of new insights into factors that can improve organizational performance. The novelty of this study focuses on combining factors of organizational culture, work environment, transformational leadership, and the application of information technology in one study and examines these factors in improving organizational performance in more depth.

Based on the above background that the importance of research on various factors that can improve organizational performance. Thus, this study aims to determine the influence of organizational culture, work environment, transformational leadership, and the application of information technology on organizational performance.

RESEARCH METHODS

This study used descriptive methods and quantitative approaches. According to Sujarweni, (2014) Quantitative research is a type of research that produces findings that can be achieved (obtained) using statistical procedures or other means of quantification (measurement). Descriptive research in this study is intended to create an objective picture or picture of a situation using numbers, ranging from data collection, data interpretation and display and results (Arikunto, 2010).

The population used in this study was 55 respondents. The sample in this study was auditors encountered by researchers at the research location as many as 55 respondents. The sampling technique used in this study is a sampling technique Non-probability sampling, more precisely using saturated sampling techniques. According to Sugiyono in Candra & Kusmaningtyas, (2020) Saturated sampling is a sampling technique with all members of the population used as samples.

The data sources used in this study were primary and secondary. Primary data is obtained by questionnaire. A questionnaire is a list of written questions addressed to respondents.

The respondent's answers to all questions in the questionnaire are then recorded or recorded (Widi, 2011). Secondary data is obtained through documentation methods, namely Data sources in the form of sources from images or videos, works, and written things that can provide information (Nilamsari, 2014). While quantitative descriptive data analysis is carried out with scatterplot which is used to see the relationship between two variables, otherwise Scatter Plot can also be used to see trends in the amount of data greater in which variables (Gustino, 2019) and using the SPSS 22 application in data processing.

The hypothesis in this study is as follows.

H1: Organizational culture affects organizational performance.

H2: The work environment affects organizational performance.

H3: Transformational leadership affects organizational performance.

H4: The application of information technology affects organizational performance.

RESULTS AND DISCUSSION

RESULT

Normality Test

Table 1. Normality Test Results

	Kolmogorov-Smirnova		Shapiro-Wilk			
	Statistic	df	Itself.	Statistic	df	Itself.
And	.234	55	.078	.822	55	.000
X1	.225	55	.113	.832	55	.000
X2	.252	55	.071	.817	55	.000
X3	.213	55	.097	.848	55	.000
X4	.229	55	.125	.931	55	.000

a. Lilliefors Significance Correction

Dahlan, (2009) mentions that the Kolmogorov-Smirnov test is more appropriate for samples that are more than 50. Thus, in this study a normality test was used with Kolmogorov-smirnov because the samples used were more than 50, which amounted to 55.

The conclusion of the normality test results can be seen:

a. If the significance value > 0.05 , then it is declared that the data is normally distributed.

b. If the significance value < 0.05 , then it is declared abnormally distributed data.

Based on table 1. shows that the variable X1 (Organizational Culture) gets a sig. value of 0.113. X2 (Organizational Environment) gets a sig. value of 0.071, X3 (Transformational Leadership) gets a sig. value of 0.097, and X4 (Application of Information Technology) gets a sig. value of 0.125. The entire variable gets the sig value. > 0.05 so it can be concluded that the research data is normally distributed.

Reliability Test

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
.927	55

Reliability is an index that indicates the extent to which a measuring instrument is trustworthy or reliable (Sanaky et al., 2021).

If the alpha > 0.90 then reliability is perfect. If the alpha is between 0.70 – 0.90 then reliability is high. If alpha 0.50 – 0.70 then reliability is moderate. If alpha < 0.50 then reliability is low. If alpha is low, it is likely that one or more items are unreliable.

Based on table 2. indicates that the value Cronbach's Alpha is 0.927, so it can be concluded that the reliability obtained is perfect.

T Test

Table 4. T Test Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Itself.
1	(Constant)	-3.185	1.258		-2.531	.013
	X1	.372	.229	.135	1.628	.106
	X2	.747	.256	.337	2.917	.004
	X3	1.038	.190	.465	5.450	.000
	X4	.166	.114	.059	1.451	.149

a. Dependent Variable: Y

The test was conducted using significance level 0.05 (a = 5%). Acceptance or rejection of the hypothesis is carried out with the following criteria:

- a. If the significant value of $t < 0.05$ then H_0 is rejected, meaning that there is a significant influence between one independent variable and the dependent variable.
- b. If the significant value of $t > 0.05$ then H_0 is accepted, meaning that there is no significant influence between one independent variable and the dependent variable.

Based on table 4. The results of the T-test conducted with a significance level of 5% = 0.05 show that there is an influence of organizational culture, organizational environment, transformational leadership, and the application of information technology on organizational performance.

DISCUSSION

The Influence of Organizational Culture on Organizational Performance

The behavior of diverse individuals and groups encourages the establishment of norms that can accommodate the various interests of individuals and groups to jointly realize organizational goals. A norm or guideline used by an organization to carry out its activities is what has come to be known as organizational culture (Amanda et al., 2017). Organizational culture is one of the determining factors for employee training. The culture that has been run by the company will be ingrained in employee members, both those who have joined the company for a long time or who have just joined. A good organizational culture provides good value for the success of a company (Girsang, 2019).

The indicators that can affect organizational culture according to Balau et al., (2021) are as follows: 1) Leader Behavior; The concrete actions of a leader will usually be an important mirror for employees. 2) Prioritizing the Company's Mission; If the goals of an organization are already set, every leader must be able to ensure that the mission is to go. 3) Learning Process; Employee learning must continue. To produce an appropriate work culture, employees need to develop skills and knowledge. 4) Motivation; Workers need encouragement to help solve organizational problems more innovatively.

Based on the results of research on the influence of organizational culture on organizational performance conducted on 55 respondents showed that organizational culture affects organizational performance.

This result is supported by research by Reza & Silalah, (2021) which states that organizational culture has an influence on company performance in stability, competitiveness and performance orientation. Organizational culture has a profound impact on various organizational processes, employees and their performance. Also supported by research that there is a positive value of Organizational Culture on Organizational Performance obtained a value of 0.856 so that it can be concluded that the influence is very strong. Then it is proven through the results of the Organizational Culture hypothesis test on the variable Organizational Performance there is a significant influence.

The Effect of the Organizational Environment on Organizational Performance

Employees in an organization greatly determine the performance of the organization through their ability to carry out tasks that lead to improved performance. However, employee performance is not only determined by their skills and abilities at work, but also determined by their morale. Therefore, increasing employee morale does not only depend on the employees themselves, but requires assistance from parties from outside themselves, including the work environment in the organization (Asfiadi et al., 2019).

The work environment is divided into two, namely the physical work environment and the non-physical work environment. The physical work environment is all physical conditions found around the workplace. Non-physical work environments are all circumstances that occur related to work relationships both with superiors and fellow colleagues (Maesaroh & Marselina, 2021).

Based on the results of research on the influence of the organizational environment on organizational performance conducted on 55 respondents showed that the organizational environment affects organizational performance. The results of this study are supported by research by Nur et al., (2020) which states that the work environment has a positive and significant influence on organizational performance.

The Effect of Transformational Leadership on Organizational Performance

The company wants to grow rapidly, so the company must have human resources who are able to display good performance. Given the importance of human resource factors in a company, it is very necessary for a company leader to optimize the workforce owned, so that the company can produce skilled and qualified personnel. Leadership style is the norm of other people's behavior, therefore a leader must be able to apply leadership style to manage his subordinates and influence the success of the organization or company in achieving its goals (Saleha et al., 2021).

Leadership is the ability to influence others to want to carry out a job according to their wishes. In other words, leadership is the ability to command and influence others to carry out a job so that the goals that have been set can be achieved (Rivai, 2020). Transformational leadership allows leaders to motivate employees to achieve organizational goals in a more inspired and productive way. This can improve an organization's ability to handle the challenges faced in an increasingly complex and

competitive era. Transformational leadership has an important role in creating a work environment that supports employees in reaching their potential (Zaky, 2022).

Based on the results of research on transformational leadership on organizational performance conducted on 55 respondents showed that transformational leadership affects organizational performance. This result is supported by research by Hairudinor et al., (2020) which states that there is a simultaneous significant influence of transformational leadership on organizational performance by 88.4% including the very strong category while the remaining 11.6% is influenced by other variables that are not contained in this research model. The amount of influence is due to the transformational leadership of a good organizational culture, where the leader has the characteristics desired by employees so that employees feel comfortable in doing work and the leader always supports the work and provides solutions to every job that experiences problems or difficulties.

The Effect of Information Technology Application on Organizational Performance

Information technology is one of the types of technology in the form of technical equipment and serves to process and convey information. Information technology includes a series of equipment that functions as a tool for processing data or information, tools, manipulation tools, and information management tools (Athoillah, 2018). Information technology has an important role in the activities of an organization or company, the development of computer-based information technology can make it easier for every organization to access information anywhere and make it easier to carry out activities that occur in the organization, especially activities that aim to produce highly competitive products and services in order to create strong competitiveness (Hadiana, 2021).

Based on the results of research on the effect of the application of information technology on organizational performance conducted on 55 respondents showed that the application of information technology affects organizational performance. This research is also supported by Rentika's research, (2017) which states that variable variables of information technology utilization affect organizational performance. So it can be interpreted that the presence or absence of the use of information technology will affect organizational performance.

CONCLUSION

Based on the results of the study, it was found that organizational culture that is loaded with values and work principles affects the improvement of organizational performance. The work environment affects the improvement of organizational performance. Dominant transformational leadership has an influence on improving organizational performance which is proven to show transformational leadership that is charismatic, inspiring, shows intellectual stimulation and individual consideration affects the improvement of organizational performance.

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