



The Influence of Effective Leadership and Organizational Culture on Productive Managerial Systems: Workload as a Moderation Test (Case Study: Educational Organization at XYZ Institute)

Yoniv Erdhianto^{1*}, Fendy Suhariadi¹

¹ The Postgraduate School Universitas Airlangga, Indonesia

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Abstract

Competition for education at the tertiary level is very tight; this is due to various factors, including the freedom for state tertiary institutions to seek additional operational funds so that these institutions will increase the number of students, many new tertiary institutions being established in various regions and the development of knowledge groups. And interest in prospective new students. This requires a professional institutional management strategy and the right strategy to create a productive managerial system. This research aims to find indicators that strongly influence the formation of a productive managerial system from the independent variables, namely effective leadership and organizational culture, with workload as a moderating variable. The sample in this study was a population of 256 lecturers and educational staff, where the questionnaire data obtained was processed using PLS (Partial et al.). This research shows that effective leadership and organizational culture have a positive and significant influence on workload. The indicator that has the greatest contribution to the productive managerial system of effective leadership is how to achieve organizational goals effectively. An indicator of organizational culture that strongly influences the productivity of the managerial system is the support for the tasks given. Meanwhile, workload as an intervening variable can moderate well and act as a variable that strengthens the influence of effective leadership and organizational culture variables on the productive managerial system because it can minimize the work overload aspect.

Keywords *Culture, Effective, Leadership, Productive, Workload*

INTRODUCTION

Every company experiences business dynamics, and with intense competition, organizational management is essential to achieve both long- and short-term goals. Private universities are companies operating in higher education, offering various disciplines to prepare students for the future, especially in job hunting. The competition in education is fierce, with 328 private universities in East Java in 2024. Independent public universities with diverse new student admission schemes compound this challenge.

Private universities must focus more on students as consumers to enhance service performance and productivity. According to [Masta and Riyanto \(2020\)](#), effective leadership and appropriate organizational culture are crucial factors in realizing a productive managerial system. Leadership is the process of influencing individuals and groups to achieve goals. Without leadership, goal achievement is difficult due to a lack of coordination and control ([Silaban & Saptano, 2021](#)). Organizational culture significantly influences behaviour, where its value system guides actions towards goals ([Lasrado & Kassem, 2021](#)). A good organizational culture results in high-quality members.

This study also aims to explore the impact of workload on forming a productive managerial system. Workload refers to the amount of activity that must be completed within a specific time ([Saeed & Mahmood, 2022](#)). Due to time constraints, a high number of tasks and responsibilities can

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Corresponding author's email: yoniv.erdhianto-2023@pasca.unair.ac.id

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reduce optimal outcomes (Muslih & Damanik, 2022). Frequent occurrences of this can negatively impact employee performance. The results of this research are expected to provide information on indicators of effective leadership, alignment of organizational culture with employee character, and appropriate workload parameters to establish an effective managerial system at XYZ Private University.

LITERATURE REVIEW

Leadership involves building an organization's vision (Setiawan et al., 2021), while management focuses on implementing it. Effective leadership integrates managerial skills in guiding teamwork (Yaşar & Sağsan, 2020). Leaders should possess technical and managerial expertise, which is evident in their ability to select, educate, motivate, develop, and manage employment relationships. Effective leadership strategies include structuring, training, motivating, managing information, team building, and facilitating change (Cahyono et al., 2022).

Organizational culture distinguishes one group from another and serves as a behavioural guide (Anjanarko et al., 2022). It fosters shared understanding and adherence to organizational values (Shan et al., 2022). Symbols play a crucial role in this culture, shaping actions based on organizational norms. Since each organization has a unique culture, individual interpretations vary (Li & Griffin, 2022). Organizational culture enhances ownership, provides structure, strengthens the organization, controls behaviour, and boosts performance (Handayani, 2022).

A management system organizes a company through structured processes to ensure efficiency and achieve goals (Meng & Berger, 2019). A productive system involves clear roles, systematic improvement, and transparent procedures, leading to benefits like customer satisfaction, cost reduction, and better market access (Sari & Ali, 2022).

Workload refers to tasks assigned to employees within a specific time (Khan et al., 2019). Workload measurement can be assessed through performance, physiological responses, and subjective employee evaluations (Marcos et al., 2020).

RESEARCH METHOD

This research is quantitative research where data is collected based on respondents' answers through a questionnaire containing statements related to effective leadership, organizational culture, productive managerial systems, and workload aimed at respondents. This research used 256 respondents, who comprised the entire population of XYZ College, consisting of 242 lecturers and 14 educational staff. The sampling technique used is purposive sampling; namely, the samples used as respondents for this research will be selected based on certain criteria and taken in each department or section. Some of these criteria include that the respondent has work experience of more than 2 (two) years and the respondent is a permanent employee at XYZ College. Data processing was carried out using PLS (Partial et al.) because this method has advantages, including (Paais & Pattiruhu, 2020): (1) PLS can handle many independent variables, even if multicollinearity occurs between the independent variables; (2) PLS is reflexive but can also be used for formative relationships; (3) PLS can be used for relatively small sample sizes; (4) PLS can be used for very complex models; and (5) PLS can be used when the distribution is skewed. Meanwhile, indicators related to exogenous and endogenous variables can be described in Table 1 as follows:

Table 1. Indicators of Research Variables

No.	Variable	Indicator	Symbol
1		Leaders have clear organizational management goals	X _{1.1}

No.	Variable	Indicator	Symbol
	Effective Leadership	Leaders can motivate subordinates.	X _{1.2}
		Leaders know how to achieve organizational goals effectively	X _{1.3}
		Leaders know employee potential.	X _{1.4}
		Leaders can correct mistakes or task failures	X _{1.5}
2.	Organizational Culture	The company creates new ideas for the company's success	X _{2.1}
		The company dares to take risks in developing new ideas	X _{1.2}
		The company sets targets to be achieved	X _{2.3}
		The company evaluates the results of the work carried out by its employees	X _{2.4}
		The company fulfils the need to do the work	X _{2.5}
		The company provides support for employee work performance	X _{2.6}
		The company emphasizes thoroughness in carrying out tasks	X _{2.7}
		The company emphasizes the accuracy of work results	X _{2.8}
3.	Workload	Work overload	Z ₁
		Time urgency	Z ₂
		Poor quality of supervisor	Z ₃
		Role ambiguity	Z ₄
		Change of any type	Z ₅
4.	Productive of Managerial System	Achieving productivity in work activities	Y ₁
		Employee abilities related to work adaptation	Y ₂
		Ability to obtain optimal profits	Y ₃
		Availability of potential resources	Y ₄
		Efficient use of resources	Y ₅
		Increased consumer confidence	Y ₆
		The ability to innovate to survive and develop	Y ₇
		Increasing stakeholder welfare	Y ₈

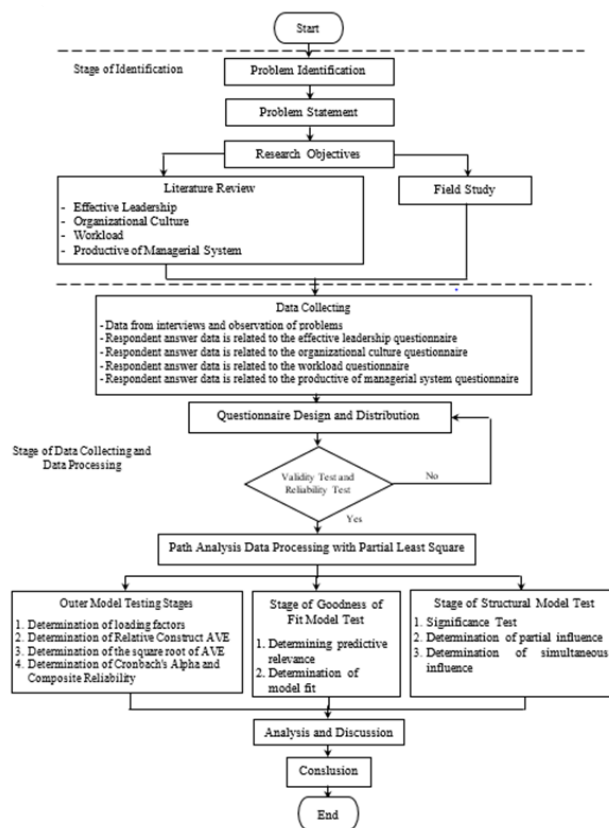


Figure 1. Research Methodology

FINDINGS AND DISCUSSION

Convergent Validity

In convergent validity testing, the aim is to evaluate the indicators for the variables by looking at the value of the outer loading where the required quantity is > 0.7 to be said to be good or valid.

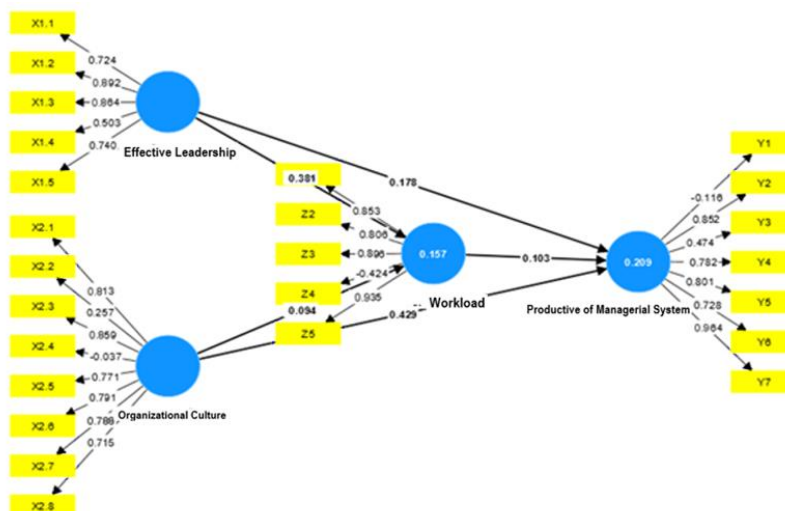


Figure 2. Initial Stage Model Test Results

Table 2. Outer Loading Test Results at the Initial Stage

Indicator	Variable			
	Effective Leadership	Organizational Culture	Workload	Productive of Managerial System
X _{1.1}	0,724			
X _{1.2}	0,892			
X _{1.3}	0,864			
X _{1.4}	0,503			
X _{1.5}	0,740			
X _{2.1}		0,813		
X _{2.2}		0,257		
X _{2.3}		0,859		
X _{2.4}		0,037		
X _{2.5}		0,771		
X _{2.6}		0,791		
X _{2.7}		0,788		
X _{2.8}		0,715		
Z ₁			0.853	
Z ₂			0.806	
Z ₃			0.896	
Z ₄			-0,424	
Z ₅			0.935	
Y ₁				-0,116
Y ₂				0,852
Y ₃				0,474
Y ₄				0,782
Y ₅				0,801
Y ₆				0,728
Y ₇				0,954

From the test results of this model, it can be seen that in this model, there are still loading factor indicator values that are low, below 0.7. So, this indicator can be said to be unable to reflect the latent variable. Based on Table 1 above, the results of convergent validity testing can be summarized as follows. In the effective leadership variable (X1), it is known that there is still one indicator that does not meet the prerequisites for an outer loading value > 0.7; namely, the leadership knows the potential of employees (X1.4) with a value of 0.503. In the organizational culture variable (X2), two indicators must meet the prerequisites for an outer loading value. Namely, the company dares to take risks to develop new ideas (X2.2) of 0.267, and the company evaluates employee performance results fairly at -0.037. In the workload variable (Z), there are still two indicators that do not meet the prerequisites for the outer loading value, where these indicators are work overload (Z1) of -0.116 and poor quality of supervisor (Z3) of 0.474. Meanwhile, in the Productive of Management System (Y1) variable, one indicator still needs to meet the prerequisites for an outer loading value: the potential resource availability indicator (Y4) of -0.424. So, these indicators must be eliminated because the outer loading value is less than 0.7. Next, retesting will be carried out to obtain a good loading factor value. The test results can be seen in Figure 3 below.

This model's test results in Figure 3 show that the indicator's loading factor value meets the requirements, namely > 0.7. This indicator can reflect the latent variable.

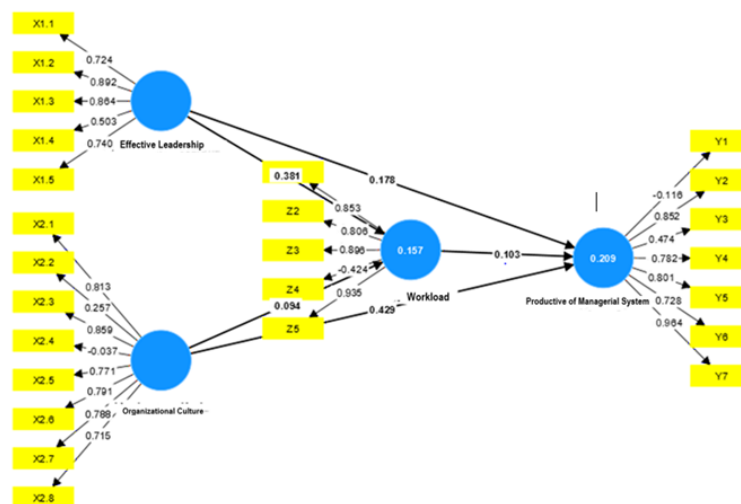


Figure 3. Final Stage Model Test Results

Based on Table 3, the results of convergent validity testing at the final stage after modification can be summarized as follows:

- In the effective leadership variable (X1), which has been retested, it can be seen that the indicators in the effective leadership variable have met the prerequisites for an outer loading value > 0.7 . These indicators include: (1) leaders have clear organizational management goals (X1.1) of 0.872; (2) leaders can motivate subordinates (X1.2) of 0.941; (3) leaders know how to achieve organizational goals effectively (X1.3) of 0.933 and (4) leaders can correct mistakes or task failures (X1.5) of 0.986.
- In the organizational culture variable (X2), which has been retested, it can be seen that the indicators in the organizational culture variable have met the prerequisites for an outer loading value > 0.7 . These indicators include: (1) the company creates new ideas for the company's success (X2.1) of 0.831; (2) the company sets a target to be achieved (X2.3) of 0.888; (3) the company meets the need to do work (X2.5) of 0.925; (4) the company provides support for employee work performance (X2.6) of 0.807; (5) the company emphasizes accuracy in carrying out tasks (X2.7) of 0.817; and (6) the company emphasizes the accuracy of work results (X2.8) of 0.892.
- In the workload variable (Z), which has been retested, it can be seen that the indicators in the workload variable have met the prerequisites for an outer loading value > 0.7 . These indicators include (1) work overload (Z1) of 0.925; (2) time urgency (Z2) of 0.908; (3) poor quality of supervisor (Z3) of 0.923; (4) change of any type (Z5) of 0.899.
- In the productive of managerial system (Y) variable, which has been retested, it can be seen that the productive of managerial system variable indicators have met the prerequisites for an outer loading value > 0.7 . These indicators include: (1) achieving productivity in work activities (Y2) of 0.920; (2) the ability to obtain optimal profits (Y3) of 0.848; (3) resource use efficiency (Y5) of 0.822; (4) increase in consumer confidence (Y6) of 0.812; and (5) the ability to innovate to survive and develop (Y7) of 0.976.

Table 3. Outer Loading Test Results at the Final Stage

Indicator	Variable			
	Effective Leadership	Organizational Culture	Workload	Productive of Managerial System
X _{1.1}	0,872			
X _{1.2}	0,941			
X _{1.3}	0,933			
X _{1.5}	0,986			
X _{2.1}		0,832		
X _{2.3}		0,888		
X _{2.5}		0,925		
X _{2.6}		0,807		
X _{2.7}		0,811		
X _{2.8}		0,892		
Z ₁			0.925	
Z ₂			0.908	
Z ₃			0.923	
Z ₅			0.899	
Y ₂				0.920
Y ₄				0.848
Y ₅				0.822
Y ₆				0.812
Y ₇				0.976

Discriminant Validity

At this stage of the discriminant validity test, the aim is to evaluate each construct variable's correlation with other variables. This can be known through the value of each indicator's cross-loading. This test can be seen from the AVE value, which is compared with the root AVE value. The model is said to be good if the AVE value is > 0.5 .

Table 4. Comparison of AVE Values and Square Root of AVE

Construct	AVE	Square Root of AVE
Effective Leadership	0,722	0,850
Organizational Culture	0,671	0,819
Workload	0,634	0,796
Productive of Managerial System	0,752	0,851

Based on Table 4 above, the AVE value obtained for each variable construct is > 0.5 , which can be said to be good or valid because the variable can explain the variance of the indicators. Apart from that, in testing discriminant validity, it can be determined by comparing the AVE root values for each variable with the condition that the value is > 0.7 . The comparison results above show that each variable's root AVE value is greater than 0.7. So, this model is said to be good or valid and meets the requirements of discriminant validity.

Composite Reliability

Reliability testing can be done by looking at the output value of composite reliability, provided the value is > 0.7 . Based on Table 5, the composite reliability value for each variable in the study is greater than 0.7. So, the model in this research is reliable.

Table 5. Composite Reliability

Construct	Composite Reliability
Effective Leadership	0,862
Organizational Culture	0,765

Construct	Composite Reliability
Workload	0,812
Productive of Managerial System	0,843

Structural Model (Inner Model)

The path coefficient in the model demonstrates the significance of the influence between these variables. The complete results of this test are also available by looking at the output of the bootstrapping report. This inner model tested several things, which will be described below.

R-Square (R^2)

In this case, the value obtained from R-Square can measure the magnitude of the structural model predictions. Apart from that, R-Square functions to show the ability of exogenous latent variables to explain endogenous latent variables. This measurement is divided into 3 (three) parameters, including R-Square, with a value of 0.75, the model is declared strong; with a value of 0.50, the model is declared moderate; and with a value of 0.25, the model is declared weak. The results of the R-Square in this research can be seen in Table 6 below.

Table 6. R-Square and R-Square Adjusted

Construct	R-Square	R-Square Adjusted
Workload	0,639	0,419
Productivity of Managerial System	0,798	0,678

Based on Table 6 above, it can be seen that the R-Square value of the workload variable is 0.639, where it can be concluded that workload can be explained by effective leadership and organizational culture at 63.9%≈64%, while variables outside this research influence the remaining 36%. The productivity of the managerial system variable is 0.798, where it can be concluded that the productivity of the managerial system can be explained by effective leadership, organizational culture, and workload of 79.8%≈80%. In comparison, variables outside this research influence the remaining 20%.

Inner Weight

In inner weight, this functions to determine the effect of the relationship between exogenous latent variables and endogenous latent variables or moderating variables.

Table 7. Path Coefficient

Correlation	Original Sample	T Statistic	P Value
EL → WL	0,112	2,605	0,000
OC → WL	0,164	2,025	0,014
EL → PMS	0,222	1,982	0,031
OC → PMS	0,352	2,214	0,001
WL → PMS	0,368	2,091	0,017

Information: EL: Effective Leadership; OC: Organizational Culture; WL: Workload; PMS: Productivity of Managerial System

Table 8. Path Coefficient of Moderating Effects

Correlation	Original Sample	T Statistic	P Value
EL → WL → PMS	0,173	2,582	0,000
OC → WL → PMS	0,427	2,224	0,021

The original sample's value shows that the relationship's direction is positive or negative

depending on the size of the value. Meanwhile, the t statistic shows how much influence these variables have, and the p-value aims to determine the significance level of the relationship between exogenous and endogenous latent variables.

CONCLUSIONS

Effective leadership and organizational culture have a positive and significant influence on workload. Likewise, effective leadership, organizational culture, and workload positively and significantly influence the productive managerial system at XYZ College. This is because effective leadership patterns in these institutions have several things, namely clear organizational management goals, the ability to motivate subordinates, achieve organizational goals effectively, understand employee potential, and correct mistakes or task failures. Apart from that, the organizational culture implemented is based on the character of its employees, especially in considering the work risks workers face and support for the tasks given. Workload, as an intervening variable, can moderate well and act as a variable that strengthens the relationship between effective leadership and organizational culture variables in productive managerial systems. This is because effective leadership and good organizational culture can minimize aspects that trigger workload, including work overload, time urgency, poor supervisor quality, role ambiguity, and change of any type.

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