

Improving Human Resource Performance Through Moderated Transformational Leadership by Organizational Culture (Study at Semarang Madya Kpp)

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Abstract. *A company requires reliable human resources, because human resources play an important role in achieving the goals set by the company. One of the basic problems in a company is how to improve performance. Improving HR performance can be supported through transformational leadership. One of the dimensions in transformational leadership is inspirational motivation (inspirational motivation) and intellectual stimulation (intellectual stimulation). Organizational culture plays an important role in the progress of an organization and improving employee performance. The type of research used in this study is explanatory research with quantitative methods. all employees of KPP Madya Semarang totaling 117 people. The sampling technique in this study was a census, namely sampling where the sample size is the same as the population so that the sample of this study amounted to 117 people. The data collection technique used a questionnaire. In this study, data analysis used the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results 1) Inspirational motivation has a positive and significant effect on HR performance. 2) Intellectual stimulation has a positive and significant effect on HR performance. 3) Organizational culture plays a role in mediating the positive and significant effect of inspirational motivation on HR performance. 4) Organizational culture plays a role in mediating the positive and significant effect of intellectual stimulation on HR performance.*

Keywords: *Company; Human; Reliable; Requires.*

1. Introduction

A company requires reliable human resources because they play a crucial role in achieving its stated goals. Achieving these goals requires highly dedicated and professional human resources who will then make a positive contribution to the company (Irmayanthi & Surya, 2020). Human resources in an organization, namely employees, play a role as decision-makers, implementers, and planners in achieving business goals and determining business growth and development. Employees are a resource distinct from other production factors

because they possess diverse emotions, thoughts, desires, and backgrounds. Employees also have unlimited needs, meaning their needs always increase over time (Fauzan et al., 2023).

One of the fundamental challenges in a company is how to improve performance. Performance is the level of success an employee achieves in completing a task (Prawiro sentono, 2020). Employees in a company carry out their work, producing something called performance. In other words, performance can be defined as the results of an employee's work over a specific period to achieve predetermined and mutually agreed standards, targets, or criteria (Rivai, 2020).

The Semarang Medium Tax Service Office (KPP Madya) is a vertical unit of the Directorate General of Taxes of the Indonesian Ministry of Finance, mandated to secure state revenue through the tax sector. The gap researchers found at the KPP Madya Semarang was that tax revenue realization fell short of targets.

Human resource performance improvement can be supported through transformational leadership. Transformational leadership exists to address the challenges of an era rife with change (Iskandar & Hasbi, 2024). Innovative authority stems not only from the need for self-esteem, but also from the growing awareness of pioneers to give their all in accordance with executive and administrative developments focused on the view that, for individuals, performance and authoritative development are usually strong points (Rahaju, 2023). Transformational leadership is leaders who can motivate followers to carry out and manage their own interests for the benefit of the organization through individual friendliness, intellectual stimulation, and ideal influence (Robbins & Judge, 2019). Transformational leadership is a state in which followers of a transformational leader feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected (Yukl, 2018).

One dimension of transformational leadership is inspirational motivation and intellectual stimulation. Inspirational motivation is the behavior of leaders who are able to communicate high expectations, convey a shared vision in an engaging manner using symbols to focus subordinates' efforts, and inspire them to achieve goals that result in significant progress for the organization (Iqbal, 2021). Inspirational motivation drives leaders to continually strive to increase the motivation of their employees. Motivated employees tend to deliver their best performance, remain loyal, and contribute actively (Iskandar & Hasbi, 2024).

The gap above requires a solution. This study incorporates organizational culture as a moderating variable. The inclusion of organizational culture as a moderating variable is based on previous research demonstrating that organizational culture influences employee performance (Datau, Ahmad & Bokingo, 2022; Surya, 2022; Febriani, Ramli & Reza, 2023; Pratiwi, Soraya & Anshor, 2024).

Organizational culture plays a vital role in the progress of an organization. As an organizational actor, the Ministry of Finance also has a work culture that upholds its

organizational values. The Ministry of Finance has a legal basis for work culture regulated in the Decree of the Minister of Finance of the Republic of Indonesia Number 127/KMK/.01/2013, which contains several important points of the Ministry of Finance's organizational culture, namely daily information, daily greetings, planning, doing, monitoring, following up, and concise, neat, clean, maintaining, and diligent. This culture is very simple, but if implemented daily, it will make employees feel comfortable doing their jobs. This culture has become an inseparable part of the habits of KPP Madya Semarang employees, so that this culture can prepare employees to face challenges or difficulties that will occur in the future.

2. Research Methods

The type of research used in this study is explanatory research with quantitative methods. According to Sugiyono (2018), explanatory research is a type of research that aims to explain the position of the variables studied and the influence between one variable and another. This quantitative method is used to examine predetermined populations and samples, data collection using research instruments, and quantitative/statistical data analysis, with the aim of testing predetermined hypotheses. Based on this theory, this type of explanatory research is used to examine the effect of intellectual stimulation and inspirational motivation on HR performance moderated by organizational culture at the Semarang Medium Tax Office.

3. Results and Discussion

The subjects of this study were Semarang Middle Tax Office employee. Data collection was conducted through the use of questionnaires distributed directly (face-to-face) to respondents. The results of the questionnaire distribution in this study are shown in the table below:

Table Data Distribution Results

Information	Amount
Questionnaires distributed	117
Returned questionnaire	117
Processable questionnaire	117

Source: Processed primary data (2025)

Based on the number of samples which obtained, namely 117 Semarang Middle Tax Office employee, the characteristics of respondents related to age, education and length of service can be seen in the tables below:

Table Respondent Characteristics

Characteristics	Frequency	Percentage
Age:		
25 – 30 years	8	6.8%
31 – 35 years old	23	19.7%
36 – 40 years old	44	37.6%
41 – 45 years old	21	17.9%

Characteristics	Frequency	Percentage
46 – 50 years old	14	12%
>50 years	7	6%
Total	117	100%
Education:		
S1	73	62.4%
S2	44	37.6%
Total	117	100%
Length of work:		
15 years	9	7.7%
6 – 10 years	28	23.9%
11 – 15 years	30	25.6%
16 – 20 years	32	27.4%
>20 years	18	15.4%
Total	117	100%

Based on table it shows that as many as 37.6% Semarang Middle Tax Office employee 36-40 years old, this age is mature and productive. The highest level of education is bachelor's degree at 62.4%, this explains Semarang Middle Tax Office employee have higher education. Data regarding length of service shows that 27.4% have worked for 16 - 20 years, this identifies that the respondents are employee who has worked for a long time in Semarang middle tax office.

Description of intended variables For translate respondents' responses based on the results obtained from the answers of 117 respondents to the measuring indicators for each variable (intellectual stimulation, inspirational motivation, organizational culture and HR performance). This assessment uses index analysis with the formula (Ferdinan, 2019):

$$\text{Index value} = (\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5) / 5$$

Information:

F1: Frequency of respondents who answered 1 of the scores used in the questionnaire list

F2: Frequency of respondents who answered 2 of the scores used in the questionnaire list

F3: Frequency of respondents who answered 3 of the scores used in the questionnaire list

F4: Frequency of respondents who answered 4 of the scores used in the questionnaire list

F5: Frequency of respondents who answered 5 out of the scores used in the questionnaire list

To obtain the tendency of respondents' answers to each variable, it is based on the average score value (index) which is categorized into a score range based on the three box method calculation (Ferdinan, 2019).

$$\text{Upper limit} = (\%F \times 5) / 5 = (100 \times 5) / 5 = 100$$

Lower limit: $(\%F \times 1)/5 = (100 \times 1)/5 = 20$

Range: $100 - 20 = 80$

Interval: $80/3 = 26.7$

Based on the calculations above, the following index interpretation list can be used (Ferdinan, 2019):

Low: $20 - 46.7$

Medium: $46.8 - 73.5$

Height: $73.6 - 100$

Evaluation of the outer model is used to examine the relationship between latent variables and their indicators or manifest variables (measurement model). The following is a schematic of the PLS program model being tested:

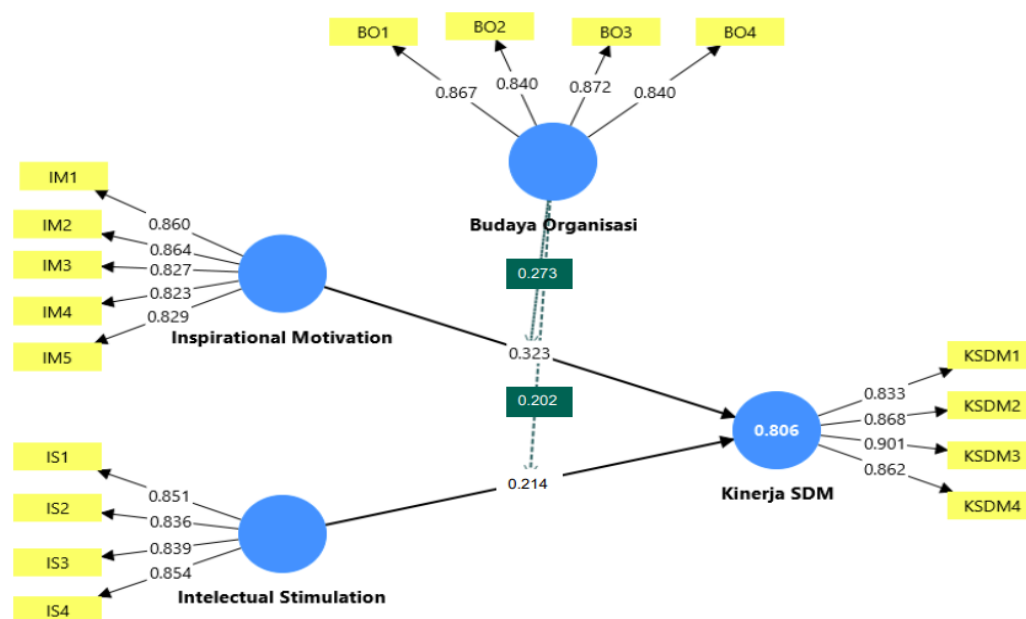


Figure Outer Model (Measurement Model)

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely validity (convergent validity, discriminant validity) and reliability (composite reliability, Cronbach's alpha) with the results explained as follows:

1) Convergent Validity

Convergent validity assessment is based on the correlation between item scores/component scores estimated using PLS software. An individual's reflexiveness measure is considered high

if it correlates more than 0.70 with the construct being measured. In this study, an outer loading limit of 0.70 will be used.

2) Discriminant Validity

An indicator is deemed to have discriminant validity if its cross-loading value on its variable is the largest compared to other variables.

Reliability testing in PLS can use Composite Reliability and Cronbach Alpha which are presented as follows:

Table Composite Reliability and Cronbach Alpha

Variables	Composite Reliability	Cronbach Alpha	Information
Organizational culture	0.878	0.877	Reliable
Inspirational Motivation	0.898	0.896	Reliable
Intellectual Stimulation	0.868	0.867	Reliable
HR Performance	0.891	0.889	Reliable

Based on the table above, the composite reliability value for each latent variable is ≥ 0.7 , indicating that the model has high reliability. A Cronbach's alpha value of ≥ 0.60 indicates that the variable indicator is reliable.

The structural model in PLS is evaluated using R^2 for exogenous variables and path coefficient values for endogenous variables, which are then assessed for significance based on the t-statistic value for each path. The structural model of this study can be seen in the following figure:

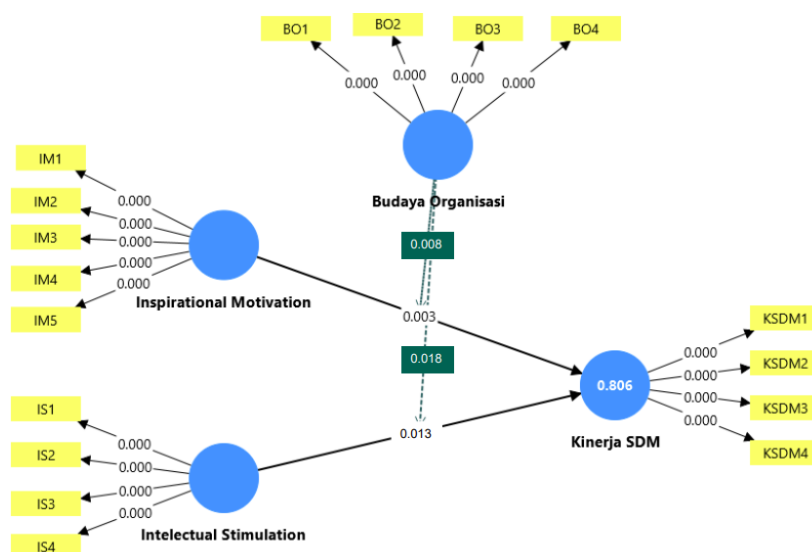


Figure Inner Model (Structural Model)

Based on the image above, it can be explained regarding the results of R-square (R^2), f-square (F^2), goodness of fit test.

1) *R-square*(R^2)

All variance in the construct explained by the model is represented by R-Square. The output from determining the R-Squares value is as follows:

Table R-Square Value

No	Variables	R-Squares	Adjusted R-Squares
1	HR Performance	0.806	0.796

Based on table, the Adjusted R-square value for HR performance is 0.796, this means that 79.6% of variations or changes in HR performance are influenced by intellectual stimulation, inspirational motivation and organizational culture, the remaining 20.4% are influenced by other variables not studied.

2) *F-Square*(F^2)

The F^2 value criteria consist of three classifications: 0.02 (small/poor); 0.15 (moderate/sufficient); and 0.35 (large/good) (Setiawan, 2023). The following are the results of the F-square test in this study:

Table F-Square Value

Variable Relationship	<i>f-Squares</i>	Substantive influence
Organizational Culture -> HR Performance	0.362	Big
<i>Inspirational Motivation</i> -> HR Performance	0.322	Enough
<i>Intellectual Stimulation</i> -> HR Performance	0.114	Small
Organizational Culture x Inspirational Motivation	0.189	Enough
Organizational Culture x Intellectual Stimulation	0.116	Small

Based on the table above, it can be seen that the organizational culture variable has a large substantive influence on HR performance (0.362) and a fairly large substantive influence occurs on the inspirational motivation variable on HR performance (0.322) and organizational culture x inspirational motivation (0.189). Meanwhile, a small substantive influence occurs on the intellectual stimulation variable on HR performance (0.114) and organizational culture x intellectual stimulation (0.116).

3) *Goodness of Fit*

Based on the data processing that has been carried out using the smart PLS 4.0 program, the SRMR, d_{ULS} , d_G , chi square and NFI values were obtained.

Table Goodness of Fit Model Test Results

No	Structural Model	Cut-Off Value	Estimated	Information
1	SRMR	< 0.10	0.065	Fit
2	d_ULS	> 0.05	0.641	Fit
3	d_G	> 0.05	0.345	Fit
4	Chi-Square	>X2table (df = 113; X2table = 89.4605)	175,713	Fit
5	NFI	Approaching 1	0.871	Fit

The results of the PLS model goodness of fit test in the table above indicate an acceptable model fit. This result indicates that the model has a good level of fit with the data, meaning the proposed model accurately represents the relationships between variables in the data.

Hypothesis Testing:

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. Hypothesis testing in this study was conducted by examining the T-statistics, P-values, and original sample values through a bootstrapping procedure.

Table Path Coefficient

Path Coefficient	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values	Information
<i>Inspirational Motivation</i> -> HR Performance	0.323	0.312	0.117	2,768	0.008	Support
<i>Intellectual stimulation</i> -> HR Performance	0.214	0.212	0.086	1,993	0.013	Support
Organizational Culture -> HR Performance	0.246	0.253	0.084	2,935	0.002	Support
Organizational Culture x Inspirational Motivation -> HR Performance	0.273	0.267	0.112	2,428	0.008	Support
Organizational Culture x Inspirational Motivation -> HR Performance	0.202	0.192	0.112	2,091	0.018	Support

Based on the data presented in table above, it can be seen that the hypothesis proposed in this study is as follows:

1) The Influence of Inspirational Motivation on HR Performance

The results of the hypothesis test show that the P-values that determine the influence of inspirational motivation on HR performance are $0.008 < 0.05$ and the T-Statistics value $(2.768) > 1.96$. Meanwhile, the original sample has a value of 0.323 (positive). These results support the first hypothesis, namely that inspirational motivation has a positive and significant effect on HR performance, which means H1 is accepted.

The results of this study indicate that inspirational motivation is an important factor for companies to improve human resource performance. When a company is able to build motivation when an employee is able to be inspired by the motivation of the work environment, this will then psychologically influence individual employees in improving their performance in the context of this study, then the motivation inspired by company leaders from friends and the surrounding environment will be able to utilize all existing resources, both human resources and work spirit resources so that the company can achieve production according to the specified targets.

2) The Influence of Intellectual Stimulation on HR Performance

The results of the hypothesis test show that the P-Values that form the influence of intellectual stimulation The effect of the t-statistic on HR performance was $0.013 < 0.05$, with a T-statistic value of $1.993 > 1.96$. Meanwhile, the original sample had a value of 0.214 (positive). These results support the second hypothesis, namely intellectual stimulation. has a positive and significant effect on HR performance, which means H2 is accepted.

The results of this study indicate that leaders who can encourage all components of company employees to be able to think critically, creatively and innovatively as indicators in intellectual stimulation will be able to encourage human resource performance. In essence, the ability to think critically and creatively and the innovation created by company leaders to employees will have a technical impact on how the work skills of leaders who can create intellectual stimulation so that it affects all components in a company including human resources is an important factor that cannot be underestimated as part of how to encourage work improvement.

3) The Role of Organizational Culture in Moderating the Influence of Inspirational Motivation on HR Performance

The results of the hypothesis test show that the P-Value path coefficient is $0.008 < 0.05$ and the T-Statistics value $(2.428) > 1.96$ with the original sample value being 0.273 (positive). This means that organizational culture can strengthen the positive influence of inspirational motivation on HR performance. These results support the third hypothesis namely organizational culture plays a role in moderating the relationship between inspirational

motivation and HR performance. in other words H3 is accepted.

4) The Role of Organizational Culture in Moderating the Influence of Intellectual Stimulation on HR Performance

The results of the hypothesis test show that the P-Values path coefficient value is $0.018 < 0.05$ and the T-Statistics value $(2.091) > 1.96$ with the original sample value of 0.202 (positive), this means organizational culture can strengthen the positive influence of intellectual stimulation on HR performance. These results support the fourth hypothesis namely organizational culture plays a role in moderating the relationship between intellectual stimulation and HR performance. in other words H4 is accepted.

The results of this study indicate that organizational culture is a crucial factor in driving the influence of intellectual stimulation on human resource performance. If a company has leaders who can stimulate their employees to actively innovate and think critically, this will certainly boost their performance. Furthermore, organizational culture plays a key role in realizing and enhancing the relationship between these variables, allowing intellectual stimulation and human resource performance to interact and significantly influence each other.

Discussion:

1) The Influence of Inspirational Motivation on Human Resources Performance at the Semarang Medium Tax Office

The results of the study indicate that inspirational motivation has a positive and significant effect on HR performance, with a P-value of $0.008 < 0.05$ and a T-statistic of $2.768 > 1.96$. The original sample had a positive value of 0.323. This result means that H1 is accepted.

The results of this study indicate that leaders who can inspire all their employees to be motivated and enthusiastic about their work will improve human resource performance. This scientifically proves that leaders with inspirational motivation are those who make it their own nature to influence others to be loyal to the company, actively participate in their work, and make meaningful contributions.

One dimension of transformational leadership is *inspirational motivation* (Alrowwad et al, 2017). Inspirational motivation is the behavior of a leader who is able to communicate high expectations, convey a shared vision in an engaging manner using symbols to focus subordinates' efforts, and inspire them to achieve goals that result in significant progress for the organization (Iqbal, 2021). Inspirational motivation drives leaders to continually strive to increase the motivation of their employees. Such leaders have a compelling and simple vision and mission for the future, set high standards for their subordinates, and are optimistic and enthusiastic. Motivated employees tend to deliver their best performance, remain loyal, and contribute actively (Iskandar & Hasbi, 2024).

Inspirational motivation express goals simply and develop them based on demands workforce (Hasyim & Saharullah, 2021). Inspirational motivation energizes individuals by expressing a motivating and compelling vision, and transformational leaders motivate followers to share goals and empower them to achieve them (Buil et al., 2019). These transformational leadership traits typically leverage emotional qualities and encourage subordinates to motivate them to work hard to achieve organizational goals (Alrowwad et al., 2017). These results demonstrate that a leader's ability to inspire and motivate employees can boost their morale, increase productivity, and encourage them to achieve higher performance. This can occur through communicating a clear vision, providing motivating challenges, and creating a supportive work environment.

This research in line with Zubaidah's research (2024), it shows that there is a positive influence *inspirational motivation* on employee performance. Research by Prabowo (2024) shows that inspirational motivation has a positive influence on employee performance. Research by Soegiharto (2016) shows that inspirational motivation influences employee performance.

2) The Influence of Intellectual Stimulation on Human Resources Performance at the Semarang Medium Tax Office

The results of the study show that intellectual stimulation has a positive and significant effect to HR performance, it is known that the P-Values are $0.013 < 0.05$ and the T-Statistics value $(1.993) > 1.96$. Meanwhile, the original sample has a value of 0.214 (positive).

The results of this study can be concluded descriptively that leaders who can stimulate employees' intellectual work will be able to foster critical, innovative work attitudes and innovate work skills. Intellectual stimulation possessed by leaders is a crucial skill in influencing important components in a company, one of which is human resources.

Intellectual stimulation Intellectual stimulation is a leadership behavior that can enhance the intelligence of subordinates to increase their creativity and innovation, improve rationality, and solve problems carefully (Santoso, Ekowati & Daulay, 2024). Leaders with intellectual stimulation can increase their employees' awareness of problems and influence them to view problems from new perspectives. Leaders who are able to encourage their subordinates to find innovative solutions by supporting their subordinates' opinions accompanied by reasonable arguments and valid data, providing alternative suggestions in solving problems by exploring new or previously untried approaches without fear of failure, will improve employees' ability to develop rationalization in completing their tasks efficiently.

Stimulation intellectual It enables leaders to enhance their followers' innovation efforts by questioning assumptions, reframing known problems, and applying new frameworks and perspectives to existing situations and challenges (McCleskey, 2019). In this way, leaders foster employees' ability to analyze and solve organizational problems (Dewi, Kirana & Subiyanto, 2022). Effective leadership support can improve employee performance, and

leaders encourage employees to think differently and adopt generative thinking processes, which in turn leads to more creative ideas and solutions. Thus, leaders encourage the professional growth of employees in order to achieve optimal performance to achieve organizational goals (Iqbal, 2021).

Research that done by Zubaidan and Gulton (2024), that *intellectual stimulation* influence employee performance. Research by Praditya Maha Putra and Sudibya (2019) showed that intellectual stimulation influences employee performance. This is in line with research by Priyatmo (2018) which found that intellectual stimulation influences employee performance.

3) The Influence of Inspirational Motivation on Human Resource Performance Moderated by Organizational Culture

Results The research proves that organizational culture plays a role in moderating the positive and significant influence of inspirational motivation on HR performance, it is known that the P-Values value is $0.008 < 0.05$ and the T-Statistics value $(2.428) > 1.96$ with the original sample value of 0.273 (positive).

Transformational leadership impacts employee performance through inspirational motivation, which motivates and inspires employees. Through inspirational motivation, leaders create relationships that elevate motivational and ethical levels for both leaders and employees (Iskandar & Hasbi, 2024). This can lead employees to have greater trust in their leaders and colleagues, which ultimately creates a results-oriented organizational culture that can subsequently impact increased performance (Soegiharto, 2016). This shows that transformational leaders always inspire their followers to transcend their personal interests and have a profound and significant influence on them.

Companies with transformational leaders through inspirational motivation demonstrate higher agreement among top managers regarding organizational goals, which contributes to high organizational performance. Organizations that achieve high performance typically implement a transformational leadership model that successfully forms a strong organizational culture. Leaders understand that shared values within the organization influence the way work is conducted and the work culture. According to Robbins and Judge (2019), organizational culture can drive employee performance, increase consistency in worker behavior, and provide benefits to the company. This suggests that a key element of effective organizational leadership through inspirational motivation is clarifying the performance expectations a leader has for the organization and, together with managers (subordinates), implementing the values believed in to achieve the organization's vision and mission.

Transformational leaders, through inspirational motivation, are able to inspire and motivate employees, increasing their commitment and productivity (Thania, Imelda & Tahura, 2024). Through a clear vision and support for innovation, these leaders create a strong and positive organizational culture. This culture then increases motivation, a sense of belonging, and

collaboration among employees, ultimately improving their performance. Thus, organizational culture serves as a mediator that strengthens the impact of transformational leadership on employee performance.

Empirical evidence from studies by Hartawan & Sopanah (2021) and Riyanto et al. (2021) shows that transformational leadership influences employee performance through moderating organizational culture. This is supported by studies by Hartawan & Sopanah (2021) and Riyanto et al. (2021), which show that transformational leadership influences employee performance through moderating organizational culture.

4) The Influence of Intellectual Stimulation on Human Resource Performance Moderated by Organizational Culture

Results the study shows that organizational culture plays a role in moderating the positive and significant influence of intellectual stimulation on HR performance, it is known that the P-Values value is $0.018 < 0.05$ and the T-Statistics value $(2.091) > 1.96$ with an original sample value of 0.202 (positive).

Transformational leadership through intellectual stimulation is a leader's ability to increase team awareness of a problem they face and maximize their beliefs and positive values (Reuvers et al., 2018). A leader who applies intellectual stimulation must be able to increase awareness of norms, encourage creativity, and be able to encourage clients in decision-making and problem-solving (Schwartz et al., 2016). Transformational leaders must be able to generate new ideas, provide creative solutions to problems faced by their subordinates, and motivate subordinates to seek new approaches in carrying out organizational tasks. Leaders who have intellectual stimulation encourage their followers' efforts to be innovative and creative by questioning assumptions, analyzing problems and looking at old situations in new ways (Deborah et al, 2020).

Employees who receive intellectual stimulation demonstrated by leaders, such as encouragement to think of new ways to address problems, implement them well according to expectations, so that intellectual stimulation has a positive impact on organizational culture (Soegiharto, 2016). Leaders who successfully shape a strong organizational culture continue to encourage changes in attitudes, self-adjustment, and proactive and reactive responses to environmental changes to achieve better performance (Tika, 2016). A strong organizational culture can motivate employees to have good and optimal processes and performance compared to employees who work for organizations with weak cultures (Iqbal, 2021).

This research aligns with research conducted by Thania, Imelda, & Tahura (2024), which shows that organizational culture can moderate the influence of transformational leadership on employee performance. This research aligns with research by Umar (2022), which shows that organizational culture can moderate the influence of transformational leadership on employee performance.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: *Inspirational motivation* has a positive and significant impact on HR performance. *intellectual stimulation* has a positive and significant impact on HR performance. Organizational culture plays a role in moderating the positive and significant influence of inspirational motivation on HR performance. Organizational culture plays a role in moderating the positive and significant influence of intellectual stimulation on HR performance.

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