

**THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND
TECHNOLOGICAL INNOVATION ON EMPLOYEE PERFORMANCE AT THE
DISTRICT INSPECTORATE. JEMBER: THE ROLE OF ORGANIZATIONAL
CULTURE AS A MEDIATING VARIABLE**

Siti Mualfa¹

Universitas Muhammadiyah Jember, Jember, Indonesia

st.mualfa@gmail.com

Nursaid²

Universitas Muhammadiyah Jember, Jember, Indonesia

nursaid@unmuhjember.ac.id

Abadi Sanosra³

Universitas Muhammadiyah Jember, Jember, Indonesia

abadi@unmuhjember.ac.id



ABSTRACT

This study aims to analyze the influence of transformational leadership and technological innovation on the performance of Jember Regency Inspectorate employees, with organizational culture as an intervening variable. The research used an explanatory quantitative approach by collecting data through questionnaires to Inspectorate employees. Data analysis was carried out using path analysis with the help of SmartPLS. The results of the study show that transformational leadership and technological innovation have a significant effect on employee performance and organizational culture. Organizational culture also has a significant influence on performance and is able to mediate the relationship between transformational leadership and technological innovation on employee performance. These findings confirm that the success of performance improvement is not only determined by leadership and technology, but also by the strength of an organizational culture that supports integrity, collaboration, innovation, and accountability.

Keywords: Transformational Leadership, Technological Innovation, Organizational Culture, Employee Performance

INTRODUCTION

Changes in the organizational environment in today's era of globalization and digitalization are happening very quickly, complexly, and full of uncertainty. Every organization, both in the private and government sectors, is required to be able to adapt to the dynamics of the ever-changing work environment (Shidqi et al., 2023). Economic globalization, digital transformation, increasing information technology capacity, and increasing public expectations for transparency and performance of the apparatus require public organizations to be able to work efficiently and results-oriented (Riduan & Riza Firdaus, 2024). Not only that, this wave of change also forces organizations to update their work systems to align with the new paradigm that emphasizes accountability, innovation, and cross-sector collaboration (Sulastri & Azmi, 2023). In the context of local government, internal oversight institutions such as the Inspectorate have a vital role in ensuring the implementation of good governance principles (*Good Governance*). The performance and integrity of this supervisory institution are the main indicators in the success of local governments in maintaining public trust and the effectiveness of government management (Hayati et al., 2024). Based on the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 86 of 2017 concerning Procedures for Planning, Controlling and Evaluating Regional Development, Procedures for Evaluating Draft Regional Regulations on Regional Long-Term Development Plans and Regional Medium-Term Development Plans, as well as Procedures for Amendments to Regional Long-Term Development Plans, Regional Medium-Term Development Plans and Regional Government Work Plans, there is an assessment of performance achievements agencies that show that the higher the realization value, the higher the performance, the opposite also applies that the lower the realization indicates the lower the performance. Therefore, the ability of human resources (HR) to adapt to technological developments, work professionally, and comply with organizational values is a key factor in maintaining the sustainability and effectiveness of local government performance (Nur & Wajdi, 2025).

Employee performance is a fundamental aspect in the sustainability of an organization. Performance is not just the end result of the work process, but also reflects the quality of individual responsibility, seriousness, and effectiveness in realizing organizational goals (Puspitasari & Rakhma Devi, 2021). In the context of public sector organizations, employee performance is a representation of the success of the institution in carrying out its function as a public servant (Zein & Nirawati, 2023). The high performance of government apparatus will have implications for improving the quality of public services, the availability of accountable work reports, and the achievement of more efficient development targets (Hatidah Hatidah & Agung Indriansyah, 2022). On the other hand, low performance of the apparatus can result in a decrease in public trust, delays in completing tasks, and a decrease in the effectiveness of policy implementation (Inscription, Intan. Ameli, 2022). Various factors affect employee performance, including organizational structure, leadership, work climate, motivation, and adaptability to innovation (Nurhasana, 2025).

Especially institutions such as the Inspectorate, in accordance with the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 107 of 2017 concerning Nomenclature Guidelines for Provincial and Regency/City Regional Inspectorates that the performance of the apparatus is an important foundation in ensuring the quality of internal

audit and supervision of the implementation of local government. Therefore, efforts to improve performance emphasize not only the technical aspect, but also the importance of an inspiring leadership style and organizational culture that supports change (Yulia et al., 2025). Transformational Leadership is one of the leadership styles that is recognized as effective in developing human resource potential and improving performance in a sustainable manner (Saputra & Nugroho, 2021). Transformational Leaders not only play the role of controllers, but also as a catalyst for change who are able to instill positive vision, enthusiasm, and work values in their subordinates (Steven, 2024). This type of leadership is characterized by the ability to inspire, motivate, encourage innovation, and create a work atmosphere conducive to the growth of participation and collective spirit (Siregar, 2025). Through this approach, Transformational Leaders emphasize the importance of achieving organizational goals through employee empowerment efforts and building a shared commitment to the institution's vision (Sulastrri & Azmi, 2023). Jember Regent Regulation Number 28 of 2023 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Jember Regency Inspectorate. Such a leadership style is believed to be able to increase employee motivation, foster awareness of the importance of work quality, and strengthen morality in duty (Sulastrri & Azmi, 2023).

Transformational Leadership is one of the leadership styles that is recognized as effective in developing human resource potential and improving performance in a sustainable manner (Saputra & Nugroho, 2021). Transformational leaders not only act as controllers, but also as catalysts for change who are able to instill vision, enthusiasm, and positive work values in their subordinates (Steven, 2024). This type of leadership is characterized by the ability to inspire, motivate, encourage innovation, and create a work environment conducive to the growth of participation and collective spirit (Siregar, 2025). Transformational Leaders emphasized the importance of achieving organizational goals through employee empowerment efforts and building a shared commitment to the institution's vision (Sulastrri & Azmi, 2023). In the context of Local Government Agencies such as the Jember Regency Inspectorate, transformational leaders are needed to foster a sense of responsibility and innovation of employees in carrying out the function of supervision and coaching of regional apparatus. Such a leadership style is believed to be able to increase employee motivation, foster awareness of the importance of work quality, and strengthen morality in duty (Sulastrri & Azmi, 2023).

In addition to leadership, technological advancements also bring major changes to the way organizations manage work and achieve their targets (Auliana & Ghalib, 2024). Technological innovation not only includes the implementation of new information systems, but also involves digital transformation in all aspects of organizational operations (Julia et al., 2025). In the modern world of work, technological innovation has become the main foundation for achieving efficiency and effectiveness of apparatus performance (Chaidir et al., 2024). Through innovation, organizations can speed up work processes, minimize errors, and improve precision and accuracy in decision-making (Hastian & Sulistiyowati, 2022). In supervisory institutions such as the Inspectorate, the implementation of digital systems such as electronic audit applications, data-based reporting systems, and personnel systems *online* is a tangible form of technological innovation that supports transparency and work effectiveness (Putri et al., 2023). However, the success of the application of technology does not only depend on the availability of facilities, but also on the mental readiness and

competence of employees in using them optimally (Hidayat, 2025). Without the readiness of digital culture, technology can actually become a new administrative burden that hinders performance (Sentoso, 2022). Therefore, organizations must encourage innovation as part of a strategy that is integrated with work culture and leadership systems.

In relation to the two factors above, organizational culture has a strategic role as a mediating variable that influences the strength or weakness of the relationship between transformational leadership and technological innovation on employee performance (Alif et al., 2025). Organizational culture reflects the collective values, beliefs, and norms that are accepted and practiced by all members of the organization in carrying out their work (Firdaus et al., 2023). A positive and adaptive work culture will create a sense of belonging to the organization, increase morale, and strengthen professional behavior among employees (Armiyanti et al., 2023). When the organizational culture supports innovation, collaboration, and empowerment, then the application of a Transformational leadership style will be more effective in building work motivation (Hendriawan & Nurjanah, 2024). On the other hand, a rigid and bureaucratic organizational culture can weaken the influence of leadership and innovation in improving performance (Valentina & Setyawan, 2025). Therefore, the study of the role of organizational culture as a mediator is very important to understand how the values and norms that live in the organization can strengthen the mechanism of change and overall performance improvement (Permatasari & Irawati, 2021).

Several previous studies on the influence of transformational leadership and technological innovation on employee performance have shown mixed and inconsistent results (Azka, 2023), (Haryani T et al., 2022), (Parwati et al., 2024) (Sari Nurhasana, 2025) Partially The study found a significant and positive relationship between these variables, while others found insignificant results (Negara et al., 2023) and (Safitri et al., 2025). Based on the inconsistencies of the results of the previous research, this research is expected to contribute to strengthening empirical studies related to the role of transformational leadership and technological innovation in improving employee performance, especially in the local government sector which demands effectiveness, accountability, and adaptation to technological advances.

In accordance with the Regulation of the Regent of Jember Number 28 of 2023 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Jember Regency Inspectorate is an internal supervisory institution of the local government that has the main task of preparing strategic policies and providing implementation support in the realm of the supervisory function; the implementation of internal control over performance and fiscal aspects through audit activities, review), assessment (evaluation), observation (*monitoring*), and other types of substantive supervision; implementation of specific goal-oriented supervision based on the mandate given by the Regent; completion and publication of reporting documents on the results of supervisory activities; management of all administrative functions in the Inspectorate entity; the implementation of coordination activities to mitigate the risk of corruption crimes; the implementation of supervision of bureaucratic reform initiatives; and also the implementation of verification (examination), investigation (investigation), *justification* (testing), and *assessment* (assessment) as part of the authority of the supervisory function.

Table 1.
Measurement of Performance Realization of the Jember Regency Inspectorate (2021-2024)

Sasaran Strategis	Indikator Sasaran	Realisasi			
		2021	2022	2023	2024
Rutin					
Meningkatnya Efektifitas Pencapaian Target Kinerja Perangkat Daerah	Persentase Indikator Program yang tercapai	90	90	90%	92%
Prioritas					
Meningkatnya Akuntabilitas Kinerja dan Keuangan OPD	Prosentase rekomendasi hasil pengawasan yang ditindaklanjuti	0	0	48,50%	86,71
	Jumlah Perangkat Daerah yang berpredikat Zona Integritas WBK-WBBM	0	0	0	0
	Nilai Evaluasi AKIP Komponen Nilai Evaluasi Internal	9,24	12,9	12,65	12,65
	Opini BPK	WDP	WTP	WTP	WTP
Meningkatnya Prosedur dan efektifitas pelaksanaan pengawasan	Tingkat kapabilitas APIP	Level I	Level II	Level II	Level III
	Nilai Evaluasi Monitoring Center for Prevention (MCP) dari KPK	88	84	90	90,19
	Hasil Survei Penegakan Integritas	54,98	71,88	74,98	67,27

Source : Government Performance Report (LAKIP) (Jember Regency Inspectorate, 2025)

The Jember Regency Inspectorate as an internal supervisory institution of local government has a strategic mandate in ensuring efficiency, transparency, and accountability in local government management. In general based on Table 1. Comparison of Target Performance Achievements in 2024 with the Previous Year from the Government Performance Report (LAKIP) of the Jember Regency Inspectorate in 2024, organizational performance shows positive developments in a number of strategic indicators, reflected in the stability of program indicator achievements in 2024 reaching 92 percent (92%), a significant increase in follow-up of supervision recommendations to reach 86.71 percent in 2024, and an increase in APIP's capabilities from Level I to Level III. BPK's opinion that consistently obtains WTP and KPK MCP values which are in the very good category indicates the strengthening of governance and internal control systems. However, the performance analysis also shows that some of the achievements are uneven, as seen from the stagnation of the AKIP evaluation value in the last two years of 12.65 and the inability of some units to adapt to the digital-based supervision information system, which has an impact on the slow optimization of *the monitoring* and evaluation process. This condition confirms that performance management practices still tend to be administrative and have not been supported by adequate technological capabilities and work discipline, thus hindering the consistency of improving the quality of supervision.

On the other hand, significant weaknesses can be seen in the absence of a regional apparatus that has achieved the title of Integrity Zone for four consecutive years as well as a decline in the results of an integrity enforcement survey in 2024, which shows that the culture

of integrity and bureaucratic reform has not been firmly internalized. Variations in the level of discipline of the apparatus and weak coordination in the implementation of audits further worsen the effectiveness of the supervisory function. This condition indicates the need to strengthen inspirational leadership, make maximum use of innovative technology, and improve organizational culture that is more results-oriented in order to create an effective, adaptive, and productive work environment. Thus, despite the progress in compliance and internal control, systematic and sustainable efforts are still needed to strengthen integrity, improve digital competence, organize work culture, and strengthen audit team coordination to ensure that organizational performance develops comprehensively and sustainably. This study is directed to examine the relationship between these two variables, transformational leadership and technological innovation with the performance of Inspectorate employees empirically, in order to provide measurable and sustainable improvement recommendations.

This research is expected to be able to make a real contribution to the management of the Jember Regency Inspectorate in formulating strategic steps for human resource development. Through an understanding of the relationship between transformational leadership, technological innovation, and organizational culture, Inspectorate leaders can strengthen the organizational transformation process towards more adaptive and modern governance (Haryani T et al., 2022). This research is also expected to explain in more depth the role of organizational culture as a mediator that can strengthen the relationship between leadership and innovation on performance. A strong work culture will be the catalyst that ensures leadership values translate into productive work behaviors as well as real support for the technology used (Ismi Kusuma Dewi et al., 2023). Thus, the Inspectorate can create a professional, competitive work environment, and in line with the spirit of bureaucratic reform that is being rolled out by the central government.

The novelty of this research lies in the application of comprehensive analysis in the context of public institutions at the regional level that has not been widely studied before. This study highlights how transformational leadership and technological innovation simultaneously affect the improvement of employee performance in the government work environment which has bureaucratic characteristics but is required to be adaptive to technological developments. This research also makes a theoretical contribution through the enrichment of the public sector human resource management literature, especially related to the integration of transformational leadership and technology as a determinant of performance. This research offers practical contributions by providing strategic recommendations for strengthening governance, increasing work effectiveness, and developing an innovative work culture within the Jember Regency Inspectorate. Thus, this research is expected to enrich empirical studies in the field of public sector human resource management while providing benefits to improve the performance of local government apparatus.

The hypothesis of this study confirms that transformational leadership and technological innovation have a positive and significant effect on the performance of Jember Regency Inspectorate employees. This formulation is the basis for empirical analysis that directs research to assess the extent to which these two factors are able to increase the effectiveness of the work of the apparatus, while strengthening the contribution of research in the development of managerial policies and innovation-based governance within the Jember Regency Inspectorate.

LITERATURE REVIEW

Transformational Leadership (X1)

Leadership is a complex concept that contains various dimensions, ranging from personal characteristics, the ability to influence, to the interaction process in the context of the organization. (Azka, 2023) Defines leadership as the ability to translate a vision into reality, where a leader not only has a vision but is also able to direct the team to actualize it. This shows that leadership is deeply concerned with the realization of long-term goals through clear direction and inspiration.

Technological Innovation (X2)

Technological innovation is a creative and systematic process that is very important in creating progress and significant changes in various areas of life, especially in the context of organizations and industries. (Putri et al., 2023) Stating that innovation is the activity of creating new value by using existing resources creatively so as to produce new products or processes that provide positive changes. In his view, innovation is not just a new invention, but also an effective practical application.

Organizational Culture (Z)

Organizational culture is an important concept in the study of organizational behavior that provides the basis for values, norms, and attitudes that govern how members of an organization behave. Organizational culture is a system of values, beliefs, and habits that develops within an organization that interacts with formal structures to form behavioral norms (Septiana Dwi Purnamaningtyas, 2021). According to (Sapta et al., 2021), organizational culture is a value that becomes a guideline for human resources in dealing with external problems and making internal adjustments in the organization.

Employee Performance (Y)

Performance is one of the fundamental concepts in human resource management that reflects the level of success of individuals and organizations in achieving goals. Experts have provided various definitions and detailed views regarding performance, which can be detailed as follows. Performance is interpreted as a person's ability to work to achieve goals optimally with rational sacrifices compared to the results obtained. (Candana et al., 2023) Interprets work performance or achievement as the result or level of success of a person in a certain period in carrying out tasks, which is measured by comparison to standards or targets.

RESEARCH METHOD

This research uses a quantitative research method with a descriptive approach. The population in this study is 61 employees, namely in the Jember Regency Inspectorate. Based on this study, because the population is not greater than 100 respondents, the author takes 100% of the total population in the Employee, namely the Jember Regency Inspectorate of 61. In this study, the author used the *Probability Sampling* with techniques *saturated sampling*. According to Squirrel, (2016) What is meant *Probability Sampling* is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to become a sample. According to Sugiyono (2016) Technique *saturated*

sampling is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research uses *Structural Equation Modeling* (SEM-PLS) with the SmartPLS statistical tool. Structural Equation Modeling (SEM-PLS) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS AND DISCUSSION

Outer Loading Test

Table 2.
Outer-Loadings Results

	Z		Y		X1		X2	
Z1	0.843	Y1	0.902	X1.1	0.879	X2.1	0.840	
Z2	0.868	Y2	0.870	X1.2	0.854	X2.2	0.798	
Z3	0.846	Y3	0.921	X1.3	0.815	X2.3	0.873	
Z4	0.792	Y4	0.797	X1.4	0.797	X2.4	0.766	
Z5	0.844	Y5	0.900	X1.5	0.804	X2.5	0.834	

Source: Researcher-processed data (2026)

The criteria for the factor of Outer-loadings with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the SmartPLS 3 calculation in the table above show that the value of cross-loadings above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Construct Reliability and Validity

Table 3.
Construct Reliability and Validity Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Z	0.892	0.788	0.728	0.875
Y	0.927	0.954	0.944	0.773
X1	0.832	0.855	0.880	0.798
X2	0.881	0.891	0.913	0.877

Source: Researcher-processed data (2026)

The basis used in the reability test is *the Composite reability coefficient* value and *Cronbach's alpha coefficients* above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as *the Composite reability coefficient* value and *Cronbach's alpha coefficients* > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Structural Model Testing (*Inner Model*)

a. Calculation of Direct Influence Path Coefficient

Table 4.
Direct Influence Path Coefficient Value

Hypothesis	T Statistics	P values	Remarks
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X1 → Y	1.052	0.003	Positive and Significant Effect
X2 → Y	1.382	0.004	Positive and Significant Effect
Z → Y	0.471	0.001	Positive and Significant Effect

Source: Researcher-processed data (2026)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- The influence of transformational leadership (X1) on employee performance (Y) the analysis results show that the T Statistics value is 1.052 and *the p-value* is 0.003. Because *the p-value* is lower than the significance level of α ($0.003 < 0.05$). This indicates that there is a significant positive influence of X1 (transformational leadership) on Y (employee performance).
- The influence of technological innovation (X2) on employee performance (Y) the results of the analysis showed that the T Statistics value was 1.382 and *the p-value* was 0.004. Because *the p-value* is lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of X2 (technological innovation) on Y (employee performance).
- The influence of organizational culture (Z) on employee performance (Y) the analysis results show that the T Statistics value is 0.471 and the p-value is 0.001. Because *the p-value* is lower than the significance level of α ($0.001 < 0.05$). This indicates that there is a significant positive influence of Z (organizational culture) on Y (employee performance).

b. Calculation of Indirect Influence Pathways

Table 5.

Indirect Influence Path Coefficient

Hypothesis	T Statistics	P values	Remarks
X1 → Z → Y	0.439	0.001	Significant
X2 → Z → Y	1.485	0.004	Significant

Source: Researcher-processed data (2026)

The results given in table 5. above show the indirect influence of the variable X1 (transformational leadership) on the influence of variable Y (employee performance) mediated by organizational culture (Z), then the influence of variable X2 (technological innovation) on variable Y (employee performance) through the variable organizational culture (Z) as mediation, as follows:

- The indirect influence from X1 (transformational leadership) to Y (employee performance) which was mediated by the Z variable (organizational culture) the results of the analysis showed that the T Statistics value was 0.439 and *the p-value* was 0.001. Because *the p-value* is lower than the significance level of α ($0.001 < 0.05$). This indicates that there is a significant positive influence of X1 (transformational leadership) on Y (employee performance) mediated by organizational culture (Z).
- The indirect influence from X2 (technological innovation) to Y (employee performance) which is mediated by the Z variable (organizational culture) the results of the analysis show that the T Statistics value is 1.485 and *the p-value* is 0.004. Because *the p-value* is

lower than the significance level of α ($0.004 < 0.05$). This indicates that there is a significant positive influence of X2 (technological innovation) on Y (employee performance) mediated by organizational culture (Z).

Coefficient of Determination R²

Table 6.

Adjusted R-squared coefficients

<i>Adjusted R-squared coefficients</i>	
Z	0.639
Y	0.609

Source : Data processed research (2026)

The above determination coefficients are presented in the form of *Adjusted R-squared coefficients* in table 6. Based on the *r-square* value in the table, it shows that organizational culture is able to explain employee performance by 63.9% or categorized as moderate, and the remaining 36.1% is explained by other constraints outside of those studied in this study. Meanwhile, employee performance was able to explain organizational culture variables by 60.9% or categorized as moderate correlation, and the remaining 39.1% was explained by other constraints outside those studied in this study.

Transformational leadership affects the performance of Jember Regency Inspectorate employees

In the context of local government supervisory institutions, employee performance is the main factor in ensuring the effectiveness of the implementation of the functions of examination, supervision, and good governance development. Therefore, the leadership style applied by the leadership has an important role in motivating, directing, and empowering employees to work with full integrity and professionalism. This research specifically highlights how transformational leadership, with its visionary, inspirational, and individual development-oriented characteristics, is able to improve the quality and effectiveness of the work of the Inspectorate apparatus.

The results of this study show that transformational leadership has a significant effect on improving the performance of Jember Regency Inspectorate employees. A leadership style based on vision, values, and empowerment has proven to be able to create an adaptive, collaborative, and achievement-oriented work culture and public accountability. Transformational leaders not only influence the work behavior of subordinates, but also foster collective spirit, professional ethics, and commitment to bureaucratic reform. The impact can be seen from the increase in discipline, precision, and effectiveness of employees in carrying out inspection and coaching tasks.

Transformational leadership at the Jember Inspectorate is reflected through five main dimensions: *ideal influence*, inspirational motivation, intellectual stimulation, individual consideration, and empowerment. Exemplary leaders are able to foster trust and loyalty, while inspirational communication builds optimism and a sense of belonging to the organization's goals. In addition, the encouragement of critical and innovative thinking increases employee creativity in solving audit problems. Individual attention and delegation of authority create a participatory work environment, strengthen initiatives, and increase the productivity of the performance of local government internal supervisory apparatus.

Overall, the results of this study emphasize that transformational leadership is a strategic factor in improving the performance of public organizations. Leadership that focuses on values, vision, and empowerment not only encourages the achievement of optimal work outcomes, but also fosters a work culture that is transparent, cooperative, and innovative. These findings are in line with research (Saputra & Nugroho, 2021), (Haryani T et al., 2022), (Kholidah et al., 2023) and (Utami et al., 2024) which states that transformational leadership can improve employee motivation, job satisfaction, and performance through moral and inspirational influence. Research (Sabrina et al., 2025) It also strengthens these results by showing that the dimensions of inspirational motivation and empowerment make a significant contribution to improving the performance of supervisory apparatus. In addition, the study (Jambak, 2024; Nursaid et al., 2022; Susanto et al., 2024) emphasized that transformational leadership plays an important role in building an innovative and collaborative work culture that is the foundation for improving the quality of supervision and public accountability.

Technological innovation affects the performance of Jember Regency Inspectorate employees

In the context of bureaucratic reform and digital transformation of the public sector, technological innovation is an important factor that determines the effectiveness, efficiency, and transparency of the performance of the supervisory apparatus. This research was conducted to understand the extent to which the application of new technology, digitalization of work systems, and the strengthening of innovative cultures contribute to improving the quality of the implementation of inspection, evaluation, and internal control functions at the Jember Regency Inspectorate. The results of the study show that technological innovation plays a significant role in accelerating work processes, improving the accuracy of audit results, strengthening coordination between functions, and improving the quality of public supervision services.

The results of the study show that technological innovation has a positive and significant effect on improving the performance of Jember Regency Inspectorate employees. The implementation of an integrated inspection information system, cloud-based data management, and the use of digital analytics have been proven to increase the effectiveness, accuracy, and speed of work of supervisory apparatus. This digital transformation turns manual procedures into automated, reduces administrative burden, and speeds up the audit and reporting process. Technology adoption is flowing smoothly thanks to ongoing training and strong management support, which ultimately improves employee adaptability and satisfaction with the new system that is more efficient and transparent.

Administrative innovation and learning culture also strengthen the positive impact of technology on performance. Digital-based governance reforms, workflow simplification, and the implementation of integrated SOPs encourage faster and more targeted coordination between units. Digitalization also allows audits to run more objectively and accurately through the use of data analytics, cybersecurity, and cross-field online collaboration. In addition, the formation of an innovative culture that encourages creativity, technology training, and appreciation for new ideas spurs the spirit of *continuous improvement*. Overall, the implementation of technological innovations not only increases employee productivity and accountability, but also strengthens the Inspectorate's image as an adaptive, professional, and data-based public oversight institution.

The results of this study are in line with various previous studies. Findings (Nurhidayati & Cahyani, 2021), (Haryani T et al., 2022), and (Azka, 2023) emphasized that technological innovation in the public sector has a direct effect on the effectiveness of the organization through improving efficiency and quality of services. Research (Siregar et al., 2024) It also shows that the digitization of work processes in government institutions accelerates the flow of information and supports the optimization of the performance of supervisory apparatus. In addition, the study (Fruit, 2025; Jannah et al., 2025; Siregar et al., 2024) He added that the success of technological innovation is greatly influenced by an organizational culture that is open to change and leadership that encourages continuous learning. Thus, the application of technological innovation at the Jember Regency Inspectorate not only improves the performance of individual employees, but also strengthens institutional transformation towards superior and transparent governance.

Transformational leadership affects the organizational culture of Jember Regency Inspectorate employees

Transformational leadership in shaping organizational culture in the public sector, especially in the Jember Regency Inspectorate. In the context of local government, organizational culture is the main foundation in building professionalism, accountability, and the spirit of public service with integrity. Transformational leadership, with its characteristics that emphasize vision, inspiration, and empowerment, is believed to play a crucial role in fostering positive work values among employees. Therefore, this study was conducted to find out the extent to which the implementation of transformational leadership is able to strengthen organizational culture in the Jember Regency Inspectorate.

The results of the study show that transformational leadership has a significant effect on strengthening organizational culture within the Jember Regency Inspectorate. A leadership style based on values, ethics, vision, and empowerment has been proven to shape work behaviors and norms that uphold integrity, professionalism, and collaboration. Transformational leaders act as agents of change who instill organizational values based on public accountability, innovation, and productive cooperation. Moral examples of leaders foster employee trust and loyalty, foster commitment to work ethics, and build an organizational culture that is adaptive and in line with the principles of public service with integrity.

Through the five dimensions of transformational leadership, ideal influence, inspirational motivation, intellectual stimulation, individual consideration, and empowerment, a participatory, innovative, and continuous learning-oriented organizational culture is formed. Communicative and inspirational leaders foster a collective spirit and a sense of togetherness in achieving organizational goals. Meanwhile, the drive to think critically, freedom to innovate, and attention to individual development strengthen employee confidence and responsibility. The empowerment given to employees fosters a sense of ownership of the job and upholds the values of mutual cooperation, independence, and accountability. Thus, transformational leadership plays an important role in building a strong, inclusive, and highly competitive organizational culture of the Inspectorate.

Overall, the results of this study confirm that transformational leadership is a key element in building and strengthening organizational culture at the Jember Regency Inspectorate. Leadership based on integrity, vision, inspiration, and empowerment succeeds in creating a work culture that is oriented towards the values of honesty, innovation,

collaboration, and public responsibility. This finding is in line with (Nur Kholifah & Aidil Fadli, 2022), (Jambak, 2024) and (Mulyadi et al., 2024) which suggests that transformational leadership strengthens organizational culture through moral exemplification and collective motivation. Similarly, the theory of organizational culture put forward by (Azka, 2023; Umar, 2022) emphasizing that the values and behavior of leaders are the main foundation for the formation of a strong work culture. In addition, (Yuliani et al., 2024) It also found that the implementation of transformational leadership in the public sector contributes to the establishment of an innovative, cooperative, and accountable work culture that underpins the effectiveness of modern governance.

Technological innovation affects the organizational culture of Jember Regency Inspectorate employees

In the era of digital transformation in the public sector, the application of technological innovation is not only related to increasing efficiency and modernizing the work system, but also becomes a determining factor in forming an organizational culture that is adaptive, collaborative, and based on continuous learning. This research was conducted to understand how the adaptation of new technology, governance updates, and the use of digital technology can foster innovative and professional work values within the Jember Regency Inspectorate. The results show that technological innovation plays an important role in changing the way employees think, work, and interact, which ultimately strengthens an organizational culture based on transparency and public accountability.

The results of the study show that technological innovation has a significant effect on strengthening organizational culture at the Jember Regency Inspectorate. The application of digital technology in internal audit and supervision activities encourages the formation of adaptive, collaborative, and open values to change. The use of web-based audit systems, cloud-based reporting, and integrated data management makes work processes more efficient, transparent, and accurate. This digital transformation is also transforming bureaucratic work patterns to be more flexible and results-oriented, with the support of ongoing training and strong managerial commitment. Employees show an innovative and responsive attitude to technological developments, reflecting a modern organizational culture that is responsive to the demands of government digitalization.

The organizational culture formed from the application of technological innovation is characterized by increased collaboration, continuous learning, and results-orientation. The use of modern information and communication technologies, such as data analytics, cybersecurity, and online collaboration applications, has formed *knowledge-based organizations* that prioritize data-based decision-making. A work environment that encourages creativity, training, and knowledge sharing fosters an innovative mindset while reinforcing the values of integrity and professionalism. The transparency of the digital system increases trust between employees and strengthens mutual responsibility for work results. Thus, technological innovation not only speeds up processes and increases effectiveness, but also instills a proactive, adaptive, and public accountability-oriented work culture.

The results of this study are in line with the findings of a number of previous studies. Study (Rahmawati, 2021), (Hamim et al., 2022) and (Lukman Hakim Sangapan, 2025) states that technological innovation in public organizations plays an important role in shaping an adaptive work culture and encouraging efficiency and continuous learning. Findings (Nur Kholifah & Aidil Fadli, 2022), (Putri et al., 2023) and (Rachmat Setiawan et al., 2025) It also

emphasizes that the success of digital transformation is highly dependent on the readiness of an organizational culture that supports creativity, collaboration, and experimentation. In addition, the research (Ahmad Rohman, Masduki Asbari, 2024) Found that the digitalization of work systems in government institutions is able to strengthen a collaborative and innovation-oriented organizational culture. The consistency of these results shows that the application of technological innovation in the Jember Regency Inspectorate not only improves the technical aspects of supervision activities, but also fundamentally forms organizational cultural values that are adaptive, professional, and responsive to the changing times.

Organizational culture affects the performance of Jember Regency Inspectorate employees

Public organizations, especially local government supervisory institutions, organizational culture plays an important role in determining behavior, work attitudes, and the level of effectiveness of employees in carrying out their functions and responsibilities. A strong organizational culture serves as a value guideline that shapes work ethic, spirit of togetherness, and integrity in the implementation of inspection and supervision tasks. Through this research, it can be understood that a positive organizational culture not only creates a conducive work atmosphere, but also makes a significant contribution to improving employee performance through instilling the values of professionalism, accountability, and collaboration.

The results of the study show that organizational culture has a significant effect on improving the performance of Jember Regency Inspectorate employees. A strong work culture encourages employees to work disciplined, meticulous, and results-oriented. Values such as integrity, responsibility, and commitment to public accountability are the foundation for the implementation of audits and evaluations of regional programs. A conducive work climate also fosters an innovative spirit and the courage to make careful decisions, so that an adaptive and creative work mentality is formed. Accuracy and orientation to results form a professional work pattern, improve the quality of audit reports, and strengthen the credibility of the organization as a transparent and trusted supervisory institution.

Organizational culture that emphasizes humanist aspects and core values also plays a big role in strengthening employee performance. Leaders strive to create a supportive environment with open communication, competency development, and appreciation for individual achievements, thereby increasing loyalty and work commitment. In addition, the internalization of the ethical values of audit, public responsibility, and transparency makes every employee have a high moral awareness and professionalism in their duties. These values give birth to a cohesive, dignified, and service-oriented organizational culture. Thus, a strong organizational culture is the main foundation for improving the performance of the apparatus in realizing effective and accountable regional supervision.

Overall, the results of this study confirm that organizational culture plays a key driver in improving the performance of Jember Regency Inspectorate employees. A work culture that emphasizes innovation, rigor, results-orientation, attention to people, and internalization of organizational values, has been proven to strengthen employees' commitment, effectiveness, and sense of responsibility for their work. These results are in line with the theory put forward by (Saputra & Nugroho, 2021), (Khalid et al., 2023), and (Hairudin, 2025) that organizational culture serves as a shared value system that directs actions, provides

meaning, and influences individual work behavior. These findings are also reinforced by (R. Hidayat & Efendi, 2024) and (Yulia et al., 2025) which states that a strong organizational culture increases employee engagement and organizational effectiveness. In addition, the research (Alhigna, 2023; Nur Kholifah & Aidil Fadli, 2022; Suhairi, Batubara & Rahmani, 2025) supporting these results by showing that a positive organizational culture in the public sector contributes to the improvement of work ethic, apparatus creativity, and quality of public services. Thus, a good organizational culture not only shapes the character of employees, but also determines the success of the overall institutional performance.

Transformational leadership affects the performance of Jember Regency Inspectorate employees, through organizational culture as an intervening variable

In the context of public sector organizations, the success of improving the performance of the apparatus is not only determined by individual capabilities, but also by the role of leaders in building a value system, shared vision, and conducive work environment through a strong organizational culture. Transformational leadership functions as a driver of organizational change that is able to motivate, inspire, and shape the collective behavior of employees to be in harmony with the vision of the institution. Therefore, the influence of transformational leadership on employee performance in the Inspectorate is not only directly carried out, but also strengthened indirectly through the formation of a resilient, adaptive, and quality-oriented organizational culture.

The results of the study show that transformational leadership has a significant influence on the organizational culture at the Jember Regency Inspectorate. Leaders with visionary, inspirational, and integrity characters succeed in instilling work values such as professionalism, collaboration, and public responsibility through five main dimensions: ideal influence, inspirational motivation, intellectual stimulation, individual consideration, and empowerment. The application of this leadership encourages the formation of an organizational culture that is innovative, open to change, and results-oriented with integrity. Leaders not only become role models for work ethics, but also create an environment conducive to employee learning, creativity, and independence, thereby strengthening the foundation of an adaptive and productive work culture within the Inspectorate.

Organizational culture also plays an important intervening variable that strengthens the relationship between transformational leadership and employee performance. Leadership based on the values of integrity, transparency, and commitment to quality fosters a collaborative, disciplined, and responsible work culture, which ultimately improves the effectiveness, accuracy, and quality of work results. As organizational culture grows strong, the influence of transformational leadership extends from the individual level to a collective force that drives professionalism as well as employee loyalty to the organization. Thus, transformational leadership not only has a direct impact on performance improvement, but also indirectly through the formation of an organizational culture that is proactive, innovative, and public accountability-oriented.

The support of the research results is in line with the findings from various previous studies. (Sugiyanto & Santoso, 2021), and (Alfaruki et al., 2023) states that transformational leadership is able to foster a high performance-oriented organizational culture through moral influence and collective motivation. The results of this study are also strengthened by (Yuliani et al., 2024) which affirms that leaders play an important role in creating organizational cultural values that determine the effectiveness of employees and institutions.

In addition, research by (Azka, 2023; Haryani T et al., 2022; Ramadhan & Wulandari, 2025) It shows that a strong organizational culture formed from transformational leadership practices in public institutions is able to significantly increase the innovation, commitment, and performance of the apparatus. Thus, it can be concluded that transformational leadership and organizational culture are closely related and mutually reinforcing in improving employee performance within the Jember Regency Inspectorate.

Technological innovation affects the performance of Jember Regency Inspectorate employees, through organizational culture as an intervening variable

Technological innovation is a strategic factor in improving the performance of the public supervision apparatus, especially in the midst of the demands of digitizing government work processes. However, the application of technological innovation cannot be separated from the contribution of organizational culture which plays a role in instilling values, norms, and collective behavior that support the optimal use of technology. Thus, organizational culture functions as a link that strengthens the impact of technological innovation on increasing the effectiveness, efficiency, and professionalism of Inspectorate employees.

The results of the study show that technological innovation has a significant effect on the formation of organizational culture at the Jember Regency Inspectorate. The implementation of *digital audit systems*, cloud-based data integration, and digitization of audit reporting creates a dynamic, efficient, and transparent work environment. Employees show the ability to adapt to modern technology and a willingness to continue learning and innovating. This transformation encourages the formation of an adaptive and learning-based organization, where the use of technology not only functions as a technical work tool, but also becomes part of the organization's values that emphasize efficiency, collaboration, and professional responsibility. Thus, technological innovation is a strategic factor in strengthening a change-oriented work culture and quality improvement.

Organizational culture has been proven to play a role as an intervening variable that strengthens the relationship between technological innovation and employee performance. Technology can only provide optimal results if it is supported by an open, collaborative, and respectful work culture that values continuous learning. When employees work in an environment that is adaptive to innovation, the implementation of digital systems such as *cloud computing* and data analytics runs faster and more effectively, increasing productivity and accuracy of examination results. A healthy organizational culture based on the values of openness, responsibility, and the spirit of learning strengthens the absorption of technology and encourages a proactive attitude in the implementation of tasks. Therefore, the synergy between technological innovation and organizational culture makes the Jember Regency Inspectorate more productive, responsive, and professional in carrying out the function of public supervision.

Support for the results of this study is strengthened by a number of previous studies. Study (Azka, 2023) and (Pancasasti, 2023) states that technological innovation in public organizations can increase effectiveness and form an adaptive work culture and focus on continuous learning. Research direct (Rachmat Setiawan et al., 2025) and (M. Hidayat, 2025) It shows that the successful adoption of digital technologies depends on the readiness of an organizational culture that is open to experimentation and multidisciplinary collaboration. In addition, the results of the study (Parwati et al., 2024; Sari Nurhasana, 2025a; Siregar et al., 2024) It proves that the digitalization of systems in local government supported by an

innovative and collaborative organizational culture is able to increase accountability, work motivation, and productivity of public sector employees. Therefore, the success of technological innovation in the Jember Regency Inspectorate cannot be separated from the role of organizational culture as the main catalyst that strengthens the influence of technology on improving the performance of local government supervisory apparatus.

CONCLUSION

The following are the conclusions of the research related to the influence of transformational leadership, technological innovation, and organizational culture on the performance of Jember Regency Inspectorate employees:

1. Transformational leadership has a significant effect on the performance of Jember Regency Inspectorate employees. Leaders who have a clear vision, are able to inspire, set an example, encourage creativity, and empower employees are proven to increase motivation and work responsibility.
2. Technological innovation has a significant effect on the performance of Jember Regency Inspectorate employees. The use of digital-based technology in the process of auditing, reporting, and data analysis has been proven to accelerate work activities, increase the accuracy of examination results, and strengthen employee professionalism.
3. Transformational leadership has a significant influence on the organizational culture of Jember Regency Inspectorate employees. Leaders who practice the values of integrity, inspiration, commitment, and empowerment successfully form an organizational culture that is collaborative, open to change, and oriented towards public responsibility.
4. Technological innovation has a significant effect on the organizational culture of Jember Regency Inspectorate employees. The application of new technology in audit and performance management activities strengthens the formation of an efficient, innovative, and continuous learning-based digital work culture.
5. Organizational culture has a significant effect on the performance of Jember Regency Inspectorate employees. A work culture that emphasizes the values of integrity, thoroughness, mutual cooperation, innovation, and results orientation has been proven to be able to increase employee discipline, loyalty, and work responsibility.
6. Transformational leadership has a significant effect on employee performance through organizational culture as an intervening variable. The influence of transformational leadership on employee performance becomes more optimal when mediated by a solid organizational culture. The work values that leaders build are reflected in organizational behavior, forming a vibrant, collaborative, and results-focused work environment.
7. Technological innovation has a significant effect on employee performance through organizational culture as an intervening variable. Technological innovation has a greater performance impact when supported by an adaptive and learning-oriented organizational culture. A culture that is open to change, responsibility, and cross-departmental collaboration strengthens the effectiveness of the use of technology in supporting the implementation of supervisory tasks.

Suggestions

This research suggestion is directed at strengthening human resource development strategies that focus on transformational leadership, technological innovation, and

organizational culture to improve the performance of Jember Regency Inspectorate employees. The following suggestions can be given based on the results of the research:

1. For the Head of the Jember Regency Inspectorate
Leaders are advised to continue to strengthen the application of transformational leadership principles through improving visionary communication skills, exemplary integrity, and commitment to employee development. Giving inspiration and trust to subordinates will strengthen work morale while creating a more solid, collaborative, and results-oriented organizational culture. In addition, leaders need to optimize the *coaching* and mentoring mechanism so that each employee gets targeted support and supervision.
2. For Jember Regency Inspectorate Employees
Employees are expected to be more adaptive to technological developments and have a commitment to continue learning and innovating in the implementation of supervision and audit tasks. Each individual needs to actively participate in creating a collaborative and mutually supportive work culture, by maintaining integrity, responsibility, and quality of work. In addition, the spirit of mutual cooperation and open communication between work units must be maintained to strengthen organizational values.
3. For the Next Researcher
The next researcher is advised to expand the research object to other government agencies or supervisory institutions at the provincial level so that the research results can be compared and generalized more widely. Future research can also add other variables such as work motivation, digital competence, or job satisfaction to gain a more comprehensive understanding of the factors that affect the performance of supervisory apparatus. In addition, quantitative research methods can be combined with qualitative approaches through in-depth interviews, so that they can explore in more detail the dynamics of organizational culture and the application of technological innovations in the public work environment.

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