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## Organizational Performance in Batam's Food Industry: The Mediating Role of Organizational Culture

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**Abstract:**

*This study aims to see how organizational innovation, transformational leadership, and organizational change affect organizational performance with the mediating effect of organizational culture. Until now, the previous literature that analyzed this matter is still very minimal and the discussion of organizational performance, organizational innovation, transformational leadership, organizational change, and organizational culture variables in previous journals is still lacking in detail. This study used cross-sectional data and a quantitative approach. Sampling is carried out by distributing questionnaires to employees of Roti Garuda Kencana Ltd and testing the hypothesis using the SPSS application. The results showed that organizational innovation, transformational leadership, and organizational change affect organizational performance. Then organizational innovation and organizational change affect organizational culture, while transformational leadership does not affect organizational culture. After that, organizational innovation, transformational leadership, and organizational change affect organizational performance through organizational culture. Companies can make this research as an assessment and discuss research findings and how to apply them in improving organizational performance. The company is expected to engage relevant stakeholders in discussing how research findings can be integrated into the company's strategy and policies.*

**Keywords:** Organizational Performance; Organizational Innovation; Transformational Leadership; Organizational Change; Organizational Culture

### 1. Introduction

Batam is an island in Indonesia located on the border between Indonesia, Singapore, and Malaysia. As one of the fast-growing industrial and trade cities, Batam has a lot of potential in the food industry sector. The food industry is one of the important economic sectors in creating sustainable economic growth in Batam. Food and beverage businesses create employment opportunities for locals, both in the formal and informal sectors. In addition, the food industry also contributes to companies and taxes obtained by local governments, which can be used for the construction of public service infrastructure. Every organization aims to achieve growth and survival in the long term. In a global era characterized by a complex business environment, companies, and organizations always face fundamental problems or challenges, namely how to survive in the present while facing competition in the future. This spurs every company to always be able to improve its performance. Organizational performance has always been a measure of a company's market performance. Performance measurement aims to compare current achievements with previous years or competitors' achievements. By knowing its performance, the company can revise

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irrelevant policies so that future achievements are better (UIN Sunan Gunung Djati Bandung, 2019).

The food industry has undergone a significant transformation in recent decades. Technological developments, globalization, increasingly fierce competition, and changing customer needs have become factors that encourage the food industry to continue to innovate. Technological changes, such as advances in automation, robotics, and digitalization, have changed the way production and operations are produced and operated in the food industry (Bello et al., 2018). Companies that can adopt new technologies and implement organizational innovations in their business processes can improve the efficiency, productivity, and quality of their products. In addition, globalization has opened up a wider market for the food industry, but it has also increased the level of competition. Companies must innovate to maintain their competitive advantage and meet the demands of a rapidly changing market. Organizational innovation enables companies to develop more innovative products, improve supply chain efficiency, and increase their production flexibility (Soomro et al., 2020).

In competitive firms, companies need to develop a competitive advantage that sets them apart from competitors. In the face of this situation, transformational leadership has emerged as an effective leadership approach in the food industry. Transformational leadership involves leaders who motivate and inspire employees to achieve higher goals, develop a clear vision, and promote innovation and positive change within the organization (Environment et al., 2020). Organizational change is becoming important in the food industry due to rapid technological change. Technological developments such as automation, robotics, Internet of Things (IoT), and artificial intelligence (Artificial Intelligence) have brought significant innovations in production and operational processes. To stay competitive, the food industry must adapt to these technological changes and implement relevant organizational changes. Such changes may involve the implementation of new technologies, restructuring of work processes, or the introduction of more efficient production systems (Jaleha & Machuki, 2018). In the food industry, employees often engage in repetitive and routine tasks. A positive organizational culture, which encourages collaboration, innovation, and job satisfaction, can help increase employee motivation. Employees who feel connected to a strong organizational culture are more likely to be committed, passionate, and actively contribute to company performance (Akpa et al., 2021).

Based on the explanation above, the purpose of this study is to see how organizational innovation, transformational leadership, and organizational change affect organizational performance with the mediating effect of organizational culture. Until now, the previous literature that analyzed this matter is still very minimal and the discussion of organizational performance, organizational innovation, transformational leadership, organizational change, and organizational culture variables in previous journals is still lacking in detail. Previous journals still only discuss organizational innovation and transformational leadership, while in this study researchers added the

role of mediation to the organizational culture variable because it is one of the variables that has an important role in improving organizational performance. In addition, variables in previous journals tested have a significant influence on Gantasala et al. (2010), Oygarden et al. (2020), and Strengers et al. (2022), where this study found insignificant results. Researchers are also interested in researching Roti Garuda Kencana Ltd in Batam City so that researchers can find out whether the food industry in Batam City has improved organizational performance.

The importance of this research can be seen from the results of research conducted by Alrubaiee et al. (2015) which shows that there are still employees who are unable to produce significant innovations that can hinder the growth and success of the food industry. Without innovation, companies may struggle to deal with competition, keep up with technology, and meet changing market needs. Then there is still a lack of inspiring and motivating leadership that reduces employee engagement, lack of initiative, and lack of enthusiasm to achieve higher results (Sadaf Razzaq et al., 2020). In addition, the food industry also often faces significant changes, such as changes in production processes, technology, or business strategies. However, resistance to organizational change can be an obstacle to improving company performance. When employees do not accept or adopt change well, implementation of change can be slow or ineffective. In the food industry, companies need to address these issues to achieve optimal organizational performance (Supriyati et al., 2019). The importance of improving organizational innovation, transformational leadership, and organizational change to create a culture of innovation, strong leadership, and good adaptability. By addressing these issues, companies can improve their performance, adapt to market changes, and maintain a competitive advantage.

## **2. Theoretical Background**

Organizational performance is a measure of the extent to which an organization achieves its predetermined goals. Organizational performance can be measured through a variety of indicators, including productivity, efficiency, quality, innovation, customer satisfaction, and sustainability. To achieve good performance, organizations need to pay attention to several key factors. The real behavior carried out by individuals in the organization becomes an important factor in achieving high performance (Fartash et al., 2018). This behavior includes the skills, competencies, motivation, and dedication of individuals in carrying out their duties. Individuals who have behaviors that align with organizational goals, including good teamwork and effective communication, can contribute positively to the overall performance of the organization (Zhou et al., 2019). In addition, effective performance management is also an important factor in achieving good organizational performance. This involves setting clear and measurable goals, regular performance monitoring, constructive feedback, and developing and recognizing outstanding employees. With a good performance management system in place, organizations can identify areas that need

improvement and take appropriate actions to improve overall performance (Zandi & Farjad, 2020).

Organizational innovation is the process of creating and implementing new ideas that result in positive changes in an organization's products, services, processes, or business models. The effect of organizational innovation on organizational performance is significant (Masoomzadeh et al., 2019). Organizational innovation enables organizations to develop new products or services that are unique and meet customer needs in a better way than competitors. This can increase an organization's competitiveness in the market and help maintain a strong market share. Organizational innovation can also result in improvements in internal processes, reduce costs, increase efficiency, and optimize the use of resources (do Adro & Leitão, 2020). By adopting new technologies or introducing innovative work methods, organizations can increase productivity and reduce the time and costs involved in running day-to-day operations. In addition, by creating new ideas and implementing them, organizations can improve the features, performance, or added value of their products or services. This can increase customer satisfaction, strengthen loyalty, and create a good reputation for the organization (Asif et al., 2019).

### **H1: Organizational Innovation has a significant positive effect on Organizational Performance**

Transformational leadership is a leadership style characterized by a leader's ability to motivate, inspire, and influence their subordinates to achieve high performance and achieve organizational goals. Transformational leaders can inspire and motivate their subordinates through a clear and challenging vision. They can communicate organizational goals in a way that evokes passion and enthusiasm (Ekobelawati et al., 2019). Thus, transformational leaders can increase the intrinsic motivation of their subordinates, which contributes to greater effort and better performance. Transformational leaders pay high attention to the development of the individual potential of their subordinates. They encourage subordinates to develop their skills, knowledge, and abilities through ongoing training, mentoring, and support. By empowering subordinates and giving them opportunities to grow and develop, transformational leaders can create competent, high-performing teams (Kartono et al., 2021).

Transformational leaders build strong relationships with their subordinates based on trust, mutual understanding, and support. They create strong emotional bonds with their subordinates, thus creating a high commitment to the organization and common goals. Subordinates who feel cared for and valued by their leaders tend to be more engaged in work, contribute proactively, and work to achieve organizational success (Chaubey et al., 2019). In addition, transformational leadership also builds relationships based on mutual trust between leaders and subordinates. They demonstrate integrity, honesty, and high work ethics. In an environment where trust is established, subordinates tend to feel more satisfied with their work, feel supported,

and have a high commitment to the organization. This contributes to better performance and higher employee retention (Begum et al., 2020).

**H2: Transformational Leadership has a significant positive effect on Organizational Performance**

Organizational change is the process by which an organization adopts changes in its structure, strategy, processes, culture, or business practices. Organizational change allows organizations to become more adaptive to the ever-changing business environment. Organizations that can identify needed changes and quickly adapt to them have a better chance of staying relevant and competitive (Kim & Choi, 2020). By increasing adaptability, organizations can improve performance and deal with emerging challenges more effectively. Organizational change often focuses on improving operational efficiency and productivity. For example, the implementation of new technologies, process restructuring, or management system improvements can result in increased efficiency and productivity. By reducing waste, optimizing resource usage, and improving workflow, organizations can achieve better performance (Review, 2023).

Well-managed organizational change can increase employee engagement. Through active involvement in the change process, employees can feel ownership of the outcome. Employees who feel involved in change and have a role to play in designing and implementing those changes tend to feel more motivated, committed, and contributing to organizational performance (Safaei & Bayi, 2023). To optimize the effect of organizational change on performance, it is important to have good change planning and management. This includes effective communication, employee participation, strong management support, and attention to managing change as a whole (Wu et al., 2019).

**H3: Organizational Change has a significant positive effect on Organizational Performance**

Organizational innovation refers to the process of introducing new ideas, methods, products, or services within an organization. This involves establishing a culture that encourages and supports creativity, experimentation, and implementation of new approaches. Organizational innovation fosters a culture that is open to new ideas and perspectives. This challenges the status quo and encourages employees to question existing practices and seek alternative solutions (Li et al., 2018). This open-mindedness and curiosity become part of the organization's culture, encouraging employees to think creatively and try new approaches. In addition, organizational innovation encourages a culture of experimentation and risk-taking. This creates an environment where employees feel empowered to try new things, test innovative ideas, and learn from failure. This culture of experimentation promotes a mindset that values continuous learning and improvement, which is essential to facilitating innovation in organizations (Azeem et al., 2021).

Organizational innovation often requires collaboration and sharing of knowledge and expertise between different teams and departments. This collaborative approach builds a culture of teamwork, communication, and knowledge sharing (Schuldt & Gomes, 2020). When employees are encouraged to collaborate, exchange ideas, and work together to find innovative solutions, it strengthens organizational culture by promoting cross-functional collaboration and cooperation. Overall, organizational innovation has a strong influence on organizational culture. It builds a culture that supports creativity, experimentation, learning, and collaboration, which are critical elements in facilitating innovation and the long-term success of an organization (Hussain et al., 2022).

#### **H4: Organizational Innovation has a significant positive effect on Organizational Culture**

Transformational leadership is a leadership approach in which the leader encourages and motivates employees by building an inspirational vision, building strong relationships, and encouraging personal and professional growth. Transformational leadership creates a culture of trust among employees. Leaders who possess transformational leadership traits, such as integrity, fairness, and empathy, build trust and honesty in relationships with employees. This creates an environment where employees feel safe to share ideas, take risks, and contribute actively. In addition, transformational leadership helps build a strong and solid team within the organization (Virgiawan et al., 2021). Such leaders encourage collaboration, effective communication, and shared problem-solving. They motivate employees to work synergistically, support each other, and share knowledge. This creates a positive and productive teamwork culture. Overall, transformational leadership has a strong influence on organizational culture. Through inspiration, trust, innovation, learning, teamwork, and positive change, transformational leadership helps shape a positive, adaptive, and growth-oriented culture in organizations (Lasrado & Kassem, 2021).

#### **H5: Transformational Leadership has a significant positive effect on Organizational Culture**

Organizational change often involves changing the values and beliefs on which organizational culture is based. New values may be introduced or existing values may be updated or reemphasized. These changing values and beliefs will affect how employees behave, make decisions, and interact within the organization (Smollan & Morrison, 2019). In addition, organizational change often involves restructuring or changes in organizational governance. These changes can affect the hierarchy, authority, and flow of communication within the organization. This can impact organizational culture by changing the way employees interact, work together, and make decisions (Olafsen et al., 2020).

Organizational change also often involves changes in work processes or operational methods. The introduction of new technologies, the implementation of more efficient systems, or the adjustment of work procedures can affect organizational culture by changing employees' routines, habits, and ways of working. These changes in work

processes can affect organizational culture in terms of flexibility, adaptability, and results orientation. Overall, organizational change has a strong influence on organizational culture (Rozanna et al., 2019). Change can modify values and beliefs, overhaul structures and governance, change work processes, change communication patterns, and change attitudes toward change. Therefore, effective change management must pay attention to the effect of change on organizational culture and proactively manage those changes to ensure successful change and the fit between change and organizational culture (Hansen, 2018).

**H6: Organizational Change has a significant positive effect on Organizational Culture**

An organizational culture that promotes ethics and integrity forms a strong foundation for good performance. When an organization has high values related to integrity, honesty, and social responsibility, it creates trust and a good reputation, which can affect the long-term success of the organization (Alghamdi, 2018). In addition, an organizational culture that encourages employee development and continuous learning can improve organizational performance. When organizations pay attention to employee development, training, and opportunities to learn and grow, employees become more competent, adaptive, and ready to take on complex challenges (Nuryanto et al., 2020). A culture that supports purpose, employee engagement, collaboration, innovation, ethics, and development can contribute positively to overall organizational performance. Conversely, a culture that does not support or contradict good performance can be an obstacle to achieving the desired results. Therefore, it is important for organizations to pay attention and actively form a culture that supports high performance (Imran et al., 2022).

**H7: Organizational Culture has a significant positive effect on Organizational Performance**

An organizational culture that encourages innovation attitudes and values provides a strong foundation for the development and acceptance of innovation throughout the organization. A culture that values creativity, risk-taking, and experimentation provides a conducive environment for employees to generate new ideas and develop innovative solutions. With a pro-innovation culture, employees feel supported and motivated to contribute to innovation efforts, which in turn improves organizational performance (Naveed et al., 2022). In addition, an organizational culture that prioritizes innovation and provides support from high levels of management creates an environment conducive to the development and implementation of innovation. When management actively supports innovation efforts, provides necessary resources, and recognizes employees' innovative contributions, it provides a positive impetus for employees to continue innovating. Strong management support also helps create an environment where new ideas are valued, risk is accepted, and failure is considered a valuable lesson. To make innovation a factor of performance improvement, organizations need to pay attention and build a culture that facilitates innovation and strengthens the relationship between innovation and performance (Ghasemzadeh et al., 2019).

**H8: Organizational Innovation has a significant positive effect on Organizational Performance through the mediation of Organizational Culture**

Transformational leadership tends to communicate a strong, inspiring, and challenging vision to members of the organization. In a formed organizational culture, the vision becomes the foundation for shared values, a clear goal orientation, and a commitment to excellence. A vision and goal-oriented culture helps steer organizational efforts in the same direction, motivates employees to achieve those goals, and results in better performance (Al-Shibami et al., 2019). In addition, transformational leadership also encourages collaboration and active participation from organizational members. Transformational leaders create a culture that values teamwork, mutual support, and knowledge sharing. This collaborative culture allows for synergy between individuals, creative problem-solving, and a broad exchange of ideas (Rizki et al., 2019). In such a culture, employees feel valued and encouraged to contribute actively, which in turn improves organizational performance. To harness the positive influence of transformational leadership on performance, organizations need to pay attention to the establishment and maintenance of a culture that conforms to transformational values and creates a supportive climate (Riyanto & Hapsari, 2020).

**H9: Transformational Leadership has a significant positive effect on Organizational Performance through the mediation of Organizational Culture**

Organizational change is often necessary to adapt to changes in the internal and external environment. As organizations face change, an adaptive and flexible organizational culture plays a key role in facilitating a smooth transition (Imran et al., 2022). A culture that encourages employees to adopt change, adapt quickly, and seek innovative solutions helps organizations move forward and address emerging challenges. With an adaptive culture in place, organizations can respond more effectively to change, which in turn improves performance (Zainol et al., 2021). In addition, an organizational culture that supports active participation and acceptance of employees to change can have a positive impact on organizational performance. When employees feel heard, encouraged to give feedback, and empowered in the face of change, they are more likely to accept and adapt to the change. A culture that encourages employee participation also builds a sense of ownership of change and motivation to contribute to the success of organizational change. In this culture, employees feel involved and have greater responsibility for the performance of the organization (Al-Shibami et al., 2019).

**H10: Organizational Change has a significant positive effect on Organizational Performance through the mediation of Organizational Culture****3. Methodology**

Employees of Roti Garuda Kencana Ltd in Batam City are the object of this study. Then sampling in answering the questions on the questionnaire is carried out to employees who have worked in the company. The prospective respondents were chosen because they met the criteria in this study, where respondents were expected



to understand knowledge about organizational performance so that the answers filled in the questionnaire were more accurate and by reality. Based on the determination of sample selection, this study uses a purposive sampling method where consideration is used in determining samples by the specified standards (Ardiana & Fitria, 2021).

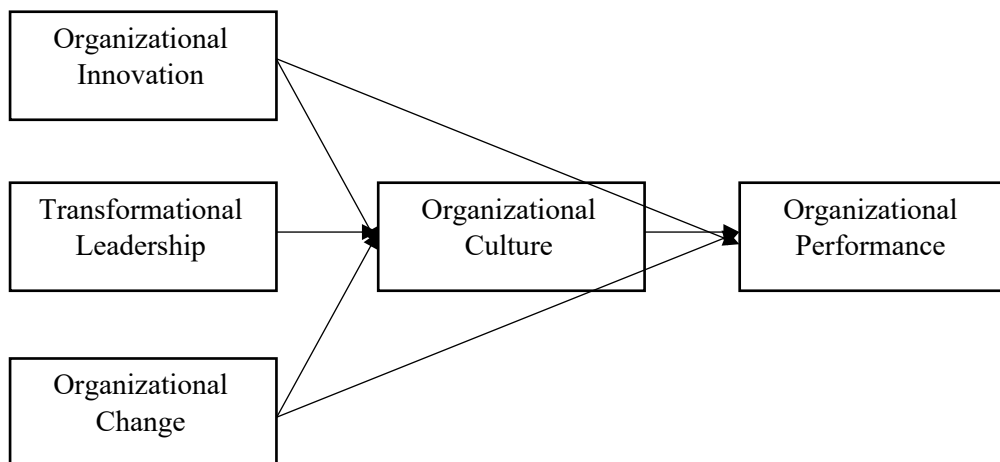
The distribution of questionnaires was given to employees of Roti Garuda Kencana Ltd in Batam City to be used as data in sampling. This study used SPSS to test hypothesis data. In the process of determining the number of samples used in this study, the author determined it with Roscoe's theory (1975) in Sari & Rohman (2015), namely the sample size used in the study must be between 3 to 500 if the sample is divided into each category, then the total sample in each category is at least 30. At this stage, researchers use 4 categories and 50 samples per category on the questionnaire, so that after multiplying it will be 200 respondents. Then the number of sample members is at least 10 times the number of variables studied. Researchers use 5 variables multiplied by 10 samples so that it becomes 50 respondents. So the sample in this study was 250 respondents and the number of questions in the questionnaire that will be distributed is 20 questions consisting of 4 questions related to organizational innovation, 4 questions related to transformational leadership, 4 questions related to organizational change, 4 questions related to organizational culture, and 4 questions related to organizational performance.

**Table 1. List of Questionnaire Questions**

Variable	Question
Organizational Innovation (Independent)	Roti Garuda Kencana Ltd has management that is active in looking for innovative ideas
	Roti Garuda Kencana Ltd continues to improve the quality of old and new products
	Roti Garuda Kencana Ltd has succeeded in creating products according to market demand
	Roti Garuda Kencana Ltd continues to modify product designs as time goes by
Transformational Leadership (Independent)	The leader of Roti Garuda Kencana Ltd can deliver good communication to all parties in this organization
	The leader of Roti Garuda Kencana Ltd can build trust for everyone in this organization
	The leader of Roti Garuda Kencana Ltd can build a clear vision and mission for this organization to achieve the expected goals
	The leader of Roti Garuda Kencana Ltd can consider moral and ethical consequences in decision making
Organizational Change (Independent)	There has been a change in branding and marketing strategy at Roti Garuda Kencana Ltd for the last 3 years
	There has been a change in the quality of products/services at Roti Garuda Kencana Ltd for the last 3 years
	There have been changes in human resource management (training, recruitment, etc.) at Roti Garuda Kencana Ltd for the last 3 years

	There has been a change in product development strategy at Roti Garuda Kencana Ltd for the last 3 years
Organizational Culture (Mediation)	Roti Garuda Kencana Ltd is a very intimate place, like a big family and employees share many things
	Things that strengthen togetherness within Roti Garuda Kencana Ltd are loyalty and mutual trust
	Roti Garuda Kencana Ltd is a very controlled and structured place
	Roti Garuda Kencana Ltd emphasizes competitive actions and performance achievements in setting high work targets
Organizational Performance (Dependent)	Roti Garuda Kencana Ltd often organizes training for its employees
	Roti Garuda Kencana Ltd is an organization that works well and efficiently
	Roti Garuda Kencana Ltd considers its relationship with suppliers to be very good to maintain partnerships
	The reputation of Roti Garuda Kencana Ltd in the eyes of customers is very good

**Source:** (Newman et al., 2020), (Rizki et al., 2019).



**Figure 1. Research Model**

#### 4. Empirical Findings/Result

Based on questionnaire data in this study, there were 250 questionnaires distributed to employees of Roti Garuda Kencana Ltd. The characteristics of respondents in this study were measured by gender. The sample was measured by male and female gender. Based on the results of the questionnaire, male respondents were 117 people with a percentage of 46.8%, and women were 133 people with a percentage of 53.2%. Respondents in this study were then categorized based on the age of respondents, where age had a significant effect on the success of this study. Based on the results of the questionnaire, the age range of 25 years to 30 years occupies the highest position with a percentage of 48.8%, and at least over 50 years old with a percentage of 0%.

After that, respondents with the last high school / vocational education were in the highest position with a percentage of 47.6% and respondents with a Master's degree were in the bottom position with a percentage of 0%. The last category of respondents that influenced the success of this study was respondents' income where income of IDR 4,500,000 was in the highest position with a percentage of 57.6% and respondents with income above IDR 10,000,000 were in the bottom position with a percentage of 1.2%.

**Table 2. Table of Demographic Characteristics of Respondents**

<b>Gender</b>	<b>Total Respondents</b>	<b>Percentage</b>
Male	117	46,8
Female	133	53,2
Total	250	100
<b>Age</b>		
<25 years	104	41,6
25 years to 30 years	122	48,8
31 years to 40 years	20	8
41 years to 50 years	4	1,6
>50 years	0	0
Total	250	100
<b>Education</b>		
Junior High School	18	7,2
Senior High School	119	47,6
Bachelor	103	41,2
Master	0	0
Other	10	4
Total	250	100
<b>Income</b>		
IDR 4.500.000	144	57,6
IDR 4.500.000 – Rp 7.000.000	93	37,2
IDR 7.000.000 – Rp 10.000.000	10	4
>IDR 10.000.000	3	1,2
Total	250	100

**Source:** Data Processed (2023)

**Table 3. Validity Test Results**

<b>Variable</b>	<b>Pearson Colloration</b>	<b>Information</b>
X1.1	0,363	Valid
X1.2	0,781	Valid
X1.3	0,679	Valid
X1.4	0,636	Valid
X2.1	0,731	Valid
X2.2	0,705	Valid

X2.3	0,749	Valid
X2.4	0,764	Valid
X3.1	0,709	Valid
X3.2	0,661	Valid
X3.3	0,717	Valid
X3.4	0,664	Valid
Z1	0,758	Valid
Z2	0,739	Valid
Z3	0,660	Valid
Z4	0,823	Valid
Y1	0,527	Valid
Y2	0,736	Valid
Y3	0,628	Valid
Y4	0,733	Valid

**Source:** Data Processed (2023)

The validity test produces values above 0.3 and significance values below 0.05 so that the variables organizational innovation, transformational leadership, organizational change, organizational culture, and organizational performance are significant and the questions can be said to be valid.

**Table 4. Reliability Test Results**

Variable	Cronbach's Alpha	Information
Organizational Innovation (X1)	0,655	Reliable
Transformational Leadership (X2)	0,713	Reliable
Organizational Change (X3)	0,628	Reliable
Organizational Culture (Z)	0,733	Reliable
Organizational Performance (Y)	0,671	Reliable

**Source:** Data Processed (2023)

Based on reliability tests conducted, Cronbach's Alpha value on all variables tested was above 0.6 so the variables organizational innovation, transformational leadership, organizational change, organizational culture, and organizational performance were declared proven.

**Table 5. Determination Test Results for Model Equation 1**

Model	Adjusted R Square
1	0,567
a. Predictors: (Constant), Organizational Change (X3), Organizational Innovation (X1), Transformational Leadership (X2)	
b. Dependent Variable: Organizational Performance (Y)	

**Source:** Data Processed (2023)

The determination test showed an R Square value of 56.7% in the variables of organizational innovation, transformational leadership, and organizational change explaining organizational performance variables while 43.3% was explained by other variables outside the research model.

**Table 6. Determination Test Results for Model Equation 2**

Model	Adjusted R Square
1	0,556
a. Predictors: (Constant), Organizational Change (X3), Organizational Innovation (X1), Transformational Leadership (X2)	
b. Dependent Variable: Organizational Culture (Z)	

**Source:** Data Processed (2023)

The determination test showed an R Square value of 55.6% in the variables organizational innovation, transformational leadership, and organizational change explained the variables of organizational culture while 44.4% was explained by other variables outside the research model.

**Table 7. Determination Test Results for Model Equation 3**

Model	Adjusted R Square
1	0,598
a. Predictors: (Constant), Organizational Culture (Z), Organizational Change (X3), Organizational Innovation (X1), Transformational Leadership (X2)	
b. Dependent Variable: Organizational Performance (Y)	

**Source:** Data Processed (2023)

The determination test showed an R Square value of 59.8% in the variables organizational innovation, transformational leadership, organizational change, and organizational culture explained the variables of organizational performance while 40.2% was explained by other variables outside the research model.

**Table 8. F Test Results for Model Equation 1**

Model	Sig.
1 Regression	.000 <sup>b</sup>
Residual	
Total	

a. Dependent Variable: Organizational Performance (Y)

b. Predictors: (Constant), Organizational Change (X3), Organizational Innovation (X1), Transformational Leadership (X2)

**Source:** Data Processed (2023)

Test F produces a significance value of 0.000, where the value is below 0.05 which means  $H_0$  is rejected, the hypothesis is accepted which means the variables organizational innovation, transformational leadership, and organizational change from this study affect organizational performance variables stimulative.

**Table 9. F Test Results for Model Equation 2**

<b>Model</b>	<b>Sig.</b>
1 Regression	.000 <sup>b</sup>
Residual	
Total	
a. Dependent Variable: Organizational Culture (Z)	
b. Predictors: (Constant), Organizational Change (X3), Organizational Innovation (X1), Transformational Leadership (X2)	

**Source:** Data Processed (2023)

Test F produces a significance value of 0.000, where the value is below 0.05 which means  $H_0$  is rejected, the hypothesis is accepted which means the variables organizational innovation, transformational leadership, and organizational change from this study affect organizational culture variables stimulative.

**Table 10. F Test Results for Model Equation 3**

<b>Model</b>	<b>Sig.</b>
1 Regression	.000 <sup>b</sup>
Residual	
Total	
a. Dependent Variable: Organizational Performance (Y)	
b. Predictors: (Constant), Organizational Culture (Z), Organizational Change (X3), Organizational Innovation (X1), Transformational Leadership (X2)	

**Source:** Data Processed (2023)

Test F produces a significance value of 0.000, where the value is below 0.05 which means  $H_0$  is rejected, the hypothesis is accepted which means the variables organizational innovation, transformational leadership, organizational change, and organizational culture from this study affect organizational performance variables stimulative.

**Table 11. t Test Results Model Equation 1**

<b>Model</b>	<b>t</b>	<b>Sig.</b>
1 (Constant)	5,478	0,000
Organizational Innovation (X1)	3,533	0,000
Transformational Leadership (X2)	5,785	0,000
Organizational Change (X3)	4,861	0,000

a. Dependent Variable: Organizational Performance (Y)

**Source:** Data Processed (2023)

**Table 12. t Test Results Model Equation 2**

Model	t	Sig.
1 (Constant)	3,333	0,001
Organizational Innovation (X1)	2,503	0,013
Transformational Leadership (X2)	7,675	0,151
Organizational Change (X3)	3,111	0,002

a. Dependent Variable: Organizational Culture (Z)

Source: Data Processed (2023)

**Table 13. t Test Results Model Equation 3**

Model	t	Sig.
1 (Constant)	4,635	0,000
Organizational Innovation (X1)	2,920	0,004
Transformational Leadership (X2)	3,438	0,001
Organizational Change (X3)	4,083	0,000
Organizational Culture (Z)	4,440	0,000

a. Dependent Variable: Organizational Performance (Y)

Source: Data Processed (2023)

## 5. Discussions

### The Effect of Organizational Innovation on Organizational Performance

The results of the t-test show that the organizational innovation variable has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the organizational innovation variable affects organizational performance. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that organizational innovation can help companies improve their operational efficiency. For example, by implementing new technologies or more efficient production processes, organizations can reduce production time, production costs, or waste generated. This can increase productivity and reduce production costs, which in turn can improve organizational performance. Then organizational innovation can encourage the development of new products or services that can meet the needs or demands of the growing market. Product innovation can give companies a competitive advantage by differentiating them from competitors and opening up new market opportunities. Service innovation, such as improving customer service processes or providing better after-sales service, can also improve customer satisfaction and positively affect organizational performance.

### The Effect of Transformational Leadership on Organizational Performance

The results of the t-test show that the transformational leadership variable has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the transformational leadership variable affects organizational performance. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that transformational leaders can inspire and

guide organizational members with a clear and compelling vision. They can communicate the long-term goals of the organization and create morale among employees. In the food industry, this can motivate employees to work harder and dedicatedly, as well as strengthen a sense of ownership of organizational goals. This can contribute to improved organizational performance. Transformational leaders encourage collaboration and active participation of employees in the decision-making process. They create an environment where ideas are listened to, valued, and evaluated openly. In the food industry, this can enhance an organization's ability to solve complex problems through approaches that involve a variety of different perspectives and knowledge. Strong collaboration can also improve coordination between departments, minimize conflict, and improve operational efficiency.

### **The Effect of Organizational Change on Organizational Performance**

The results of the t-test show that the organizational change variable has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the organizational change variable affects organizational performance. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that organizational change can embrace changes in processes, technology, or organizational structure that aim to improve operational efficiency. For example, implementing new technologies or adopting more efficient production methods can reduce production time, production costs, or waste generated. This can increase productivity and reduce production costs, which in turn can improve organizational performance. Organizational change can also change organizational culture to be more adaptive, innovative, and achievement-oriented. Changes in organizational values, norms, and practices can create a work environment that is more responsive to change and quality-focused. A positive culture can influence employee attitudes and behaviors, increase their engagement, and improve overall organizational performance.

### **The Effect of Organizational Innovation on Organizational Culture**

The results of the t-test show that the organizational innovation variable has a significance value of 0.013 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the organizational innovation variable affects organizational culture. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that organizational innovation can help change the mindset and attitude of employees towards change and success. In an innovative culture, employees are encouraged to think outside the box, take measurable risks, and seek creative solutions to the challenges faced. This creates a culture that is more open to new ideas, experimentation, and learning. In the food industry, this can improve an organization's ability to adapt quickly to market or technological changes, as well as respond to new opportunities with innovative solutions.

### **The Effect of Transformational Leadership on Organizational Culture**

The results of the t-test show that the transformational leadership variable has a significance value of 0.151 above 0.05 where  $H_0$  is accepted and the hypothesis is



rejected which means the transformational leadership variable does not affect organizational culture. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that the existing culture may be very strong and difficult to change. Cultures that have been formed over the years can have established norms, values, and practices. In such contexts, transformational leadership may require greater time and effort to change organizational culture. Transformational leaders need patience, perseverance, and effective strategies to change the culture. In addition, the food industry often has a strong focus on operational efficiency, cost control, and achieving production targets. In these conditions, transformational leadership that focuses more on personal development, emotional influence, and inspiration may not be seen as directly relevant priorities. An organizational culture that prioritizes aspects of operational performance can reduce the influence of transformational leadership on the formation of a more inclusive, innovative, and growth-oriented culture.

#### **The Effect of Organizational Change on Organizational Culture**

The results of the t-test show that the organizational change variable has a significance value of 0.002 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the organizational change variable affects organizational culture. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that organizational change often involves changes in organizational structure and work processes. In the food industry, this could mean introducing cross-functional work teams, adopting a team-based food industry approach, or implementing automation technology. These changes can affect the way employees interact, collaborate, and work together. In the long run, these changes can shape a more collaborative, adaptive, and efficient organizational culture.

#### **The Effect of Organizational Culture on Organizational Performance**

The results of the t-test show that the organizational culture variable has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the organizational culture variable affects organizational performance. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that an organizational culture that encourages collaboration and teamwork can improve organizational performance in the food industry. In the complex food industry process, collaboration between different departments and functions is essential. A culture that encourages teamwork and mutual support can improve coordination, communication, and synergy between team members, which in turn will improve production efficiency and quality.

#### **The Effect of Organizational Culture on Organizational Innovation and Organizational Performance**

The results of the t-test show that the organizational innovation variable has a significance value of 0.004 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the organizational innovation variable influences organizational performance through the organizational culture variable. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that an organizational culture that encourages creativity and courage in taking risks will

provide space for organizational innovation. In the food industry, innovation can involve the development of new products, more efficient production processes, or the use of new technologies. A culture that supports innovation motivates employees to think creatively, try new things, and take measurable risks. This can contribute to innovative product development, more efficient processes, and improved overall organizational performance.

### **The Effect of Organizational Culture on Transformational Leadership and Organizational Performance**

The results of the t-test show that the transformational leadership variable has a significance value of 0.001 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the transformational leadership variable has an influence on organizational performance through organizational culture variables. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that transformational leadership tends to focus on employee development, both professionally and personally. Transformational leaders encourage employees to reach their full potential, providing support, training, and opportunities for growth and development. In the food industry, this can include technical skills training, leadership development, and career development. An organizational culture built around employee development will be proactive in creating opportunities for growth, upskilling, and creativity, which will ultimately improve organizational performance.

### **The Effect of Organizational Culture on Organizational Change and Organizational Performance**

The results of the t-test show that the organizational change variable has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the organizational change variable has an influence on organizational performance through organizational culture variables. Based on research conducted on employees of Roti Garuda Kencana Ltd, employees feel that the food industry is often faced with rapid environmental changes, such as changes in technology, competition, or market needs. Successful organizational change requires a flexible and adaptive organizational culture. A culture that encourages flexibility and adaptability will enable organizations to adapt strategies, processes, and work practices to changes as they occur. This can improve an organization's ability to take on new challenges, seize opportunities, and improve overall performance.

## **6. Conclusions**

This study concludes that the food industry can improve operational efficiency through the implementation of new technology or more efficient production processes. Transformational leaders play a key role in inspiring and guiding organizational members with a clear and compelling vision, which can improve organizational performance. Organizational change also impacts organizational culture, with changes in processes, technology, or organizational structures forming a more collaborative, adaptive, and efficient culture. Employee development through training and

development of technical and leadership skills is also important in improving organizational performance. An organizational culture focused on employee development creates a proactive environment that encourages growth and creativity. In a fast-changing food industry, organizations need to develop a flexible and adaptive culture to effectively deal with environmental changes and maintain competitive performance.

This study only involved employees of Roti Garuda Kencana Ltd in examining the role of organizational culture mediation on organizational innovation, transformational leadership, organizational change, and organizational performance. Further research can be directed at company employees in other cities, where the sample used will be wider and will gain a deeper understanding of organizational performance. Based on the conclusions above, several suggestions need to be conveyed, namely for companies to make this research as an assessment and discuss research findings and how to apply them in improving organizational performance. The company is expected to engage relevant stakeholders in discussing how research findings can be integrated into the company's strategy and policies. Then in the next study, it is expected to add samples or other variables that are not used in this study to obtain more accurate data.

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