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Mediating Disruptive Leaderships And Organizational Culture In Agricultural Corporations: The Role Of Technology Integration

Memediasi Kepemimpinan Yang Mengganggu Dan Budaya Organisasi Di Perusahaan Pertanian: Peran Integrasi Teknologi

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ABSTRACT
This study aims to examine the effect of disruptive leadership and organizational culture on employee performance through ICT integration. The data were collected by using disruptive leadership, organizational culture, ICT implementation, and employee performance instruments from 216 respondents at PTPN 1 Regional 7 through Google Form. The data were analyzed by using Structural Equation Modelling Partial Least Square (SEM PLS). The findings of this study show that disruptive leadership had no effect on employee performance and ICT implementation. Meanwhile, organizational culture affected employee performance and ICT implementation. The ICT implementation affected the employee performance. The use of ICT did not mediate the relationship between disruptive leadership and employee performance. However, the ICT implementation could mediate the relationship between organizational culture and employee performance. Theoretical, practical, and managerial implications of the research findings are also discussed
Keywords: *Disruptive leadership, organizational culture, ICT implementation, employee performance*

ABSTRAK
Penelitian ini bertujuan untuk menguji pengaruh kepemimpinan disruptif dan budaya organisasi terhadap kinerja karyawan melalui penerapan Teknologi Informasi dan Komunikasi (TIK). Penelitian ini menggunakan metode penelitian kuantitatif. Data penelitian dikumpulkan dengan menggunakan instrumen kepemimpinan disruptif, budaya organisasi, penerapan TIK, dan kinerja karyawan dari 216 responden pada PTPN 1 Regional 7 melalui *Google Form*. Untuk menguji hubungan antar variabel penelitian digunakan analisis *Structural Equation Modelling Partial Least Square* (SEM PLS). Temuan penelitian ini menunjukkan bahwa kepemimpinan disruptif tidak berpengaruh terhadap kinerja karyawan dan penerapan TIK. Sedangkan budaya organisasi berpengaruh terhadap kinerja karyawan dan penerapan TIK. Penerapan TIK berpengaruh terhadap kinerja karyawan. Penggunaan TIK tidak memediasi hubungan pengaruh kepemimpinan disruptif terhadap kinerja karyawan. Namun demikian, penggunaan TIK ternyata dapat memediasi pengaruh antara budaya organisasi terhadap kinerja karyawan. Implikasi teoretis, aplikatif, dan manajerial dari temuan penelitian ini juga dibahas.
Kata Kunci: Kepemimpinan Disruptif, Budaya Organisasi, Implementasi TIK, Kinerja Karyawan

1. Introduction

In today's disruptive times, the quality of human resources is one of the most important factors in an organization or company (Djogo, 2022; Kristanti et al., 2023). Employee performance is believed to be influenced by the leadership styles in an organization or a company (Holland & Piper, 2016; Matarazzo & Pearlstein, 2016). In other words, leadership style affects employee performance, especially in today's disruptive times, where technological and information (ICT) developments are inevitable (Anggraeni & Maulani, 2023; Primawanti & Ali, 2022; Utami, 2010) The integration of ICT in business processes, therefore, is believed to boost the company's success because the company's ability to adapt to technological developments in this disruptive era is very important and strategic (Anggraeni & Maulani, 2023). In addition, the role of disruptive leaders is very important in order to

encourage the integration of ICT in the business processes of a company or organization (Chatterjee et al., 2022; Wasono & Furinto, 2018; Yunus et al., 2019).

On the other hand, organizational culture is also influential in improving employee performance (Abdullahi et al., 2021; Suryaningtyas et al., 2019). An effective organizational culture is a reflection of the success of a company or organization that can improve employee performance (Başar et al., 2023; Virgiawan et al., 2021). A good organizational culture can affect the implementation of ICT so that employee performance can also improve due to new technologies that ease their performance (Kassem et al., 2019). Conversely, an organizational culture that is resistant to change can be an inhibiting factor in the successful application of technology. In addition, organizational culture can also improve employee performance through the application of ICT adopted by companies because it can increase collaboration between employees (Shao et al., 2015). Therefore, an effective and adaptive organizational culture can encourage good ICT implementation and motivate employees to improve their performance (Hassan et al., 2022; Setiawan et al., 2019; Wisnuharnowo et al., 2020). Meanwhile, the implementation of ICT itself has been believed to have an effect on employee performance because it can increase employee productivity and work effectiveness (Muzzaki et al., 2019; Primawanti & Ali, 2022; Wijaya, 2022). The application of ICT can also simplify work processes, accelerate communication and coordination which can ultimately increase employee productivity and performance.

In light of the above analysis, researcher considers it important to see that disruptive leadership, organizational culture and the implementation of ICT in one of the state-owned companies, namely PTPN I Regional 7. Although engaged in the agricultural sector, this company is also assumed to be influenced by technological disruption so that disruptive leadership is considered to have influence as well. The current leadership at PTPN I Regional 7 is believed to have not fully adapted to the era of disruption so that it has not been able to encourage the achievement of optimal employee performance through employee performance. Existing studies related to PTPN I Regional 7 are still adopting or focusing on transformational leadership. There has been no earlier study examining the impact of disruptive leadership, organizational culture, and the application of ICT on employee performance in PTPN I Regional 7. Therefore, this study aims to examine the relationship between disruptive leadership, organizational culture, and the application of ICT to employee performance.

Disruptive Leadership

Leadership styles that are relevant to current conditions are disruptive leadership (Kao, 2018; Matarazzo & Pearlstein, 2016; Procter et al., 2021; Weber et al., 2022). Disruptive leadership is defined as a leadership style that is able to encourage its subordinates or employees to always be ready to face rapid change (Brennan, 2022; Hou et al., 2018; Kao, 2018). Disruptive leaders are characterized as leaders who have a clear vision, look far ahead and identify existing trends and opportunities, ensure that the company's strategy is still relevant and able to lead its employees through existing challenges (Ellington, 2021). A disruptive leader focuses on innovation and the ability to carry out radical transformation due to disruptive situations (Kao, 2018). In addition, disruptive leaders take measurable risks to drive change that can create new value (Procter et al., 2021). This view is also corroborated by other studies that show that disruptive leaders not only respond to change, but also play an active role in creating new directions and overcoming emerging challenges (Alasmari & Althaqafi, 2021; Holland & Piper, 2016; McKim & Goodwin, 2021). Furthermore, disruptive leaders also appreciate the value of innovation as the main driver of positive change (Kao, 2018). In short, disruptive leadership is a leadership style that is able to adapt, innovate, and change old ways of dealing with the changes and challenges of the times (Kao, 2018) and not

only follow trends, but also create new trends that provide added value for oneself, others, and the environment (Matarazzo & Pearlstein, 2016). Disruptive leaders have a clear vision, broad interests, superior skills, a positive attitude, and are quick to make decisions and act according to existing situations and conditions (Zvavahera, 2021).

Organizational Culture

Edgar H. Schein defines organizational culture as a common understanding that develops in an organization to face external and internal environmental challenges (Schein, 1983). Organizational culture is formed through learning and adapting norms, values, and shared assumptions to adapt to the environment (Virgiawan et al., 2021). Organizational culture is also defined as a collection of beliefs, assumptions, values, and methods of social interaction in an organization (Baek et al., 2019; Bagher Arayesh et al., 2017; Başar et al., 2023; Frengky, 2016; Moon et al., 2012). Organizational culture is not just a set of norms or values that are held together, but also a view and behavior that is internalized by individuals in the organization (Kurniati & Rojuaniah, 2023). Therefore, organizational culture serves as a tool to determine how to process and allocate the direction of the organization, direct what should and should not be done, and how to process and allocate organizational resources to deal with internal and external problems (Schein, 1983; Wisnuharnowo et al., 2020). Organizational culture also affects employee performance. An effective organizational culture is a reflection of effective employees so that it can improve the performance of employees or the company (Başar et al., 2023). Robbins, Judge, and Breward (2016) proposed organizational culture as a mutual agreement of members or employees that distinguishes their organization from other organizations that are upheld in the organization. Organizational culture can be a rule that must be guided by employees or members in order to achieve organizational goals or interests.

ICT Implemention

Technology, information, and communication (ICTs) are important factors for companies in managing, storing, and accessing data effectively and efficiently which affects the company's success (Anggraeni & Maulani, 2023; Muzzaki et al., 2019; Narulita et al., 2022; Primawanti & Ali, 2022). The application of ICT can also improve employee performance in the context of operational efficiency and teamwork through various activities such as project management and collaboration (Mottonen et al., 2009; Toapanta et al., 2020). The application of ICT in a company can lie in the transformation of organizational structures and processes, employee performance efficiency, innovation support, corporate strategy, and organizational or company transformation (Toapanta et al., 2020). The application of ICT can be a strategic effort of companies to improve the company's performance and competitiveness in a dynamic business environment (Anggraeni & Maulani, 2023).

The application of ICT in a company or organization is defined as an effort to utilize various technologies such as software, hardware, networks, and applications to support an organization's operations and business processes (Toapanta et al., 2020). ICT can improve operational efficiency, enable innovation, and expand access to information and resources (Suwandi, 2024). Along with the modernization of ICT in companies, the application of ICT can be used as a tool to process, obtain, compile, store, and manipulate data in various ways to produce quality information (Al-Hawamdeh, 2020). From these activities, the information needed will be relevant, accurate, and timely, which will be used for strategic personal, business, and government purposes for decision-making. Hag and Cumming (1998) categorized ICT processing tasks to include the activities of capturing, transmitting, creating, storing, and communicating.

Employee Performance

Performance can be defined as a person's performance or behavior that is seen as an employee's output or work achievement in accordance with his or her main duties and functions during a predetermined period (Abdullahi et al., 2021; Afzal et al., 2024; Mathis & Jackson, 2007). Employee performance can also be seen from several aspects such as: work performance, target achievement, skills, satisfaction, initiative, attendance level, obedience, punctuality (Kishen et al., 2020). Employee performance in a company can be measured by different standards according to the characteristics of the organization or company (Kishen et al., 2020). These standards are usually adjusted to the goals of the organization or company and how to ensure the quality of work (quality of work), initiative, employee cooperation, knowledge of work, responsibility and communication from its employees (Abdullah, 2014). In other words, in general, employee performance refers to the level of success of an individual in carrying out his or her duties, responsibilities, and roles in the workplace, which is measured based on certain standards such as efficiency, effectiveness, and productivity. Mahoney et al. (1963) categorized employee performance through planning, investigation, coordination, evaluation, supervision, staff arrangement, negotiation, representative.

In the disruptive era, a disruptive leader is also needed. In line with the development of ICT, companies need a disruptive leader to be more adaptive in responding to developments and not to miss or lose momentum (Anggraeni & Maulani, 2023; Primawanti & Ali, 2022; Utami, 2010). The integration of ICT in business processes in a company is proven to boost the company's success. Disruptive leaders are highly influential in the success of ICT integration in the business processes of a company or organization (Chatterjee et al., 2022; Wasono & Furinto, 2018; Yunus et al., 2019). Disruptive leaders who are responsive to crises are needed in the era of disruption in order to improve employee performance so that the implementation of ICT in the company can be successfully implemented. A disruptive leader is not only innovative, but also responsive to the adoption of new technologies (Ellington, 2021). Disruptive leaders tend to have an open attitude to change and actively encourage the use of ICT in organizational operations (Kao, 2018). Disruptive leadership can make a positive contribution to the implementation of ICT in organizations or companies in the current era of disruption due to the need for efficiency and effectiveness in business processes (Si & Chen, 2020). By enhancing technology, organizations can increase productivity, speed up processes, and respond more quickly to market changes (Shields, 2024). Therefore, disruptive leadership is the key to accelerating ICT integration and optimizing the potential of technology in achieving organizational or corporate goals.

On the other hand, organizational culture has an impact on improving employee performance. Furthermore, organizational culture, work engagement, emotional intelligence, job satisfaction, and organizational commitment significantly affect employee performance (Schein, 1983, 2009). Organizational culture directs the organization, what to do and what not to do, and how to process and allocate organizational resources to deal with internal and external problems. Therefore, organizational culture has a positive and significant effect on employee performance because it has an impact on the effective and efficient use of working time (Sardjito & Muthaher, 2007; Zahriyah et al., 2015). A thriving company culture creates a foundation for values, norms, and behaviors that directly affect employee performance (Virgiawan et al., 2021). Organizational culture can also encourage collaboration, motivation, and self-development of employees which can create a conducive environment where employees feel supported and valued (Başar et al., 2023). A positive company culture can be a catalyst for employee performance because employees feel motivated by a culture that supports collaboration and self-development (Abdullahi et al., 2021; Afzal et al., 2024). Therefore, a positive organizational culture in a company will create a supportive work climate, which in turn, will improve employee performance and the long-term success of the

organization. From the previous description, it is known that organizational culture affects employee performance (Abdullahi et al., 2021; Pawirosumarto et al., 2017; Shehu & Mahmood, 2014; Suryaningtyas et al., 2019), organizational culture is also related to the implementation of ICT (Hassan et al., 2022; Kassem et al., 2019), and the application of ICT has an effect on employee performance (Kassem et al., 2019) (See Figure 1 for the research framework). The application of ICT can function as an intervening variable in the relationship between organizational culture and employee performance (Hassan et al., 2022).

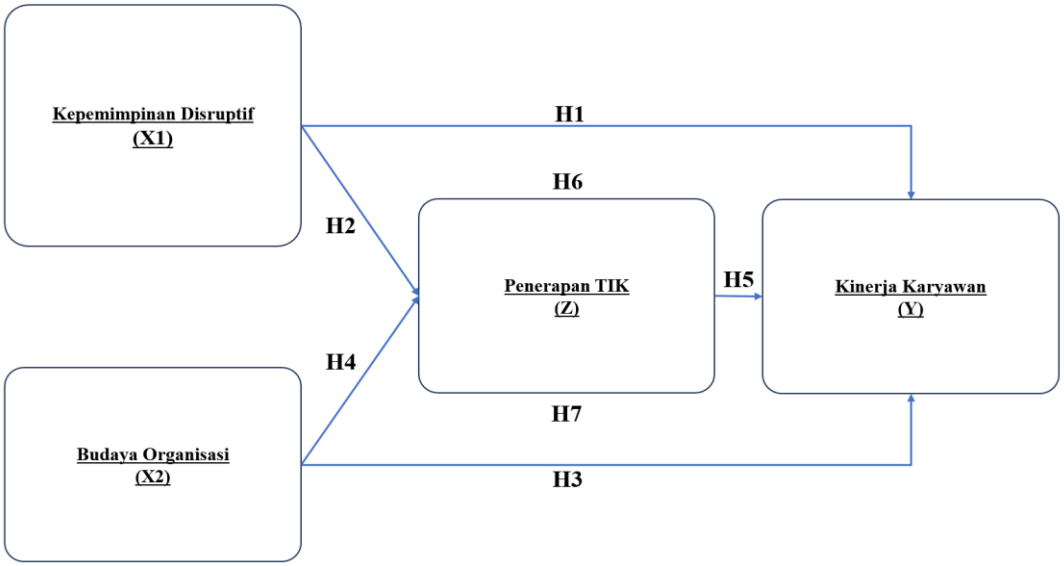

Figure 1. The Hypotheses of the research model

2. Method

This research was quantitative where the data were collected by using questionnaires. The disruptive leadership style was measured based on 9 dimensions developed by Kao (2018), the corporate culture was based on 7 dimensions developed by Robbins, Judge, and Breward (2016)., ICT application was measured based on Haag & Cummings (1998) and employee performance was measured based on Mahoney et al. (1963) in five rating scale from Strongly Disagree (STS) to Strongly Agree (SS). The minimum number of samples was selected by multiplying the number of items in the questionnaires by 5 (Hair et al., 2012). The sample size in this study was 216. The respondents in this study were 169 male respondents (78%) and 47 female respondents (22%). In terms of age, most respondents were 41-50 years old (44%). The respondents in this study were mostly bachelor's degree educated (58%). Based on employment tenure, most respondents had more than 20 years working experience. After the data collection, the data were analyzed by using the Structural Equation Model (SEM) partial least squares (PLS) (Bauldry, 2015; Haryono & Wardoyo, 2012). The steps in analyzing the data were measuring the outer model (validity and reliability of the questionnaire), the inner model or structural model (R^2) and model fit, and the conducting hypotheses test (Chin, 1998).

3. Results And Discussion

In order to fulfil the requirement of the analysis, the data have to be collected by using valid and reliable instruments. Validity and reliability of the instruments were directly measured by using SEM PLS. First of all, the outer model or measurement model had to be assessed. This technique aims to specify the relationship between latent variables and their indicators. The outer model tests the validity and reliability of the research instruments. The measurement of the models in current study is a reflective measurement model. Since the

research employed reflective indicators, there were three criteria to assess the outer model, namely convergent validity, composite reliability, and discriminant validity specifically by looking at the weight or loading factor of each indicator and its significance value. The recommended minimum value is above 0.50, even though Chin and Dibbern (2011) suggested the minimum loading factor value to be at least 0.7. The results of the analysis obtained all outer loadings values were above 0.5, therefore, the items in the instruments were considered valid and modifying the model was unnecessary (See Figure 2).

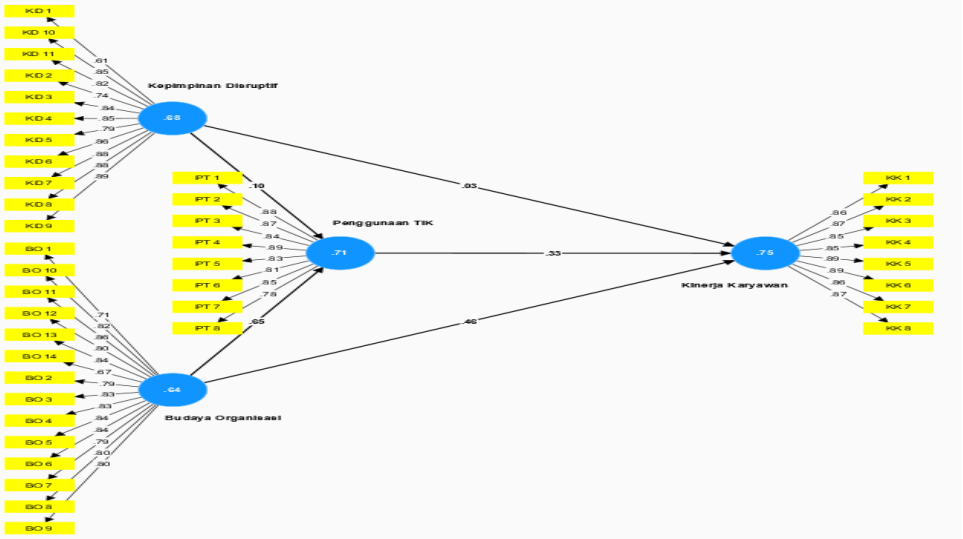

Figure 2. Result of the analysis by using SEM PLS

In terms of convergent validity, the measurement was carried out by looking at the loading factor of the latent variables to determine the validity of the variables' construct. Factor loadings between 0.5 - 0.6 were still tolerable (Ghozali, 2015). The outer factor loadings of all variables were greater than 0.5, therefore all indicators could be declared valid. In addition to discriminant and convergent variables, Average Variance Extracted (AVE) was also considered to show how much variation of manifested latent variables. A good variable has an AVE value above the standard of 0.5, which means that the variable has good convergent validity, or all variables have a good validity construct. Figure 1 suggests that the AVE (rxy) value of all variables was > 0.50. Therefore, all questionnaire's items on disruptive leadership style, organizational culture, ICT implementation, and employee performance had a good or valid convergent validity.

The result of the Reliability Tests suggests that all variables have reliability values above the threshold of 0.70, indicating that the consistency and stability of the instruments used were high. Therefore, all constructs of the research instruments had high reliability. Discriminant validity test shows that a variable is unique and different compared to other variables. To see this validity, it can be done by looking at the cross-loading value, comparing the root value of AVE, or looking at the Fornell-Larcker criterion, or the HTMT value. The cross loading value of the correlation coefficient must > 0.7 for each construct value (Hair et al., 2014). In SmartPLS 4.0 and above, the cross-loading values were both green and non-red, indicating that the discriminant validity was good. In addition, if seen from the HTMT Value, the value < 0.09, namely 0.76, 0.59, and 0.72 (See Appendix 5, Table 12), suggesting that the validity was also good.

The subsequent step was testing the inner model or the structural model. The R^2 (Coefficient of Determination) suggests that the obtained R^2 was 0.652, meaning that the disruptive leadership style and organizational culture could explain employee performance by 58% (moderate). The effect size or F-square value in SEM PLS could be grouped into three

categories, namely weak (0.02), medium (0.15), and large (0.35). The big ones are f^2 of organizational culture on employee performance was 0.17 (medium), and the organizational culture on ICT application was 0.42 (strong category). In the meantime, the Goodness of Fit Indeks (GoF) or the Model Fit could be seen from the Standardized Root Mean Square Residual (SRMR) value. The current study suggests that the SRMR value was 0.06 (<0,10), indicating that the model was considered fit or had met the criteria for goodness of fit model.

As for the hypotheses tests, Table 1 shows that there were four hypotheses that were accepted, and three hypotheses that were not accepted (rejected). From the O value, it is known that all variables have a positive relationship in one direction. Disruptive leadership has no effect on employee performance. Disruptive leadership also has no effect on the implementation of ICT. Organizational culture affects employee performance, meaning that if organizational culture improves, employee performance also increases. Organizational culture also affects the implementation of ICT; This means that if the organizational culture increases, the application of ICT will also increase. Meanwhile, the implementation of ICT also affects employee performance. In other words, if the implementation of ICT increases, employee performance also increases.

Table 1. Hypotheses Tests Result

Hypothesis		Original Sample (O)	T Statistics	P values	Test Results Hypothesis
H1	Disruptive Leadership (X1)→ Employee Performance (Z)	.03	.34	.74	Rejected
H2	Disruptive Leadership (X1) ICT → Implementation (Y)	.10	1.09	.28	Rejected
H3	Organizational Culture (X2)→ Employee Performance (Z)	.46	4.55	.00	Accepted
H4	Organizational Culture (X2)→ ICT Use (Y)	.65	7.72	.00	Accepted
H5	ICT Usage (Y) →Employee Performance (Z)	.33	3.57	.00	Accepted
H6	Disruptive Leadership -> ICT Usage -> Employee Performance	.03	1.06	.29	Rejected
H7	Organizational Culture -> ICT Use -> Employee Performance	.21	3.18	.00	Accepted

The results of the analysis show that disruptive leadership has no effect on employee performance. In other words, there is no relationship between disruptive leadership and employee performance. This is in contrast to the research of Hou et al. (2018) and Kao (2018) which shows that disruptive leadership has an effect on employee performance in facing the current era of disruption. PTPN I Regional 7 is one of the State-Owned Enterprises (SOEs). Compared with other SOEs that may be heavily dependent on technology and affected by disruption, PTPN tends to be in the field and is not so dependent on technology, especially if it is already in the garden. In this state-owned company, the policies set tend to be centralistic or carried out by the government, so that disruptive leadership has little or no effect on employee performance. In addition, performance assessments also tend to be carried out using indicators set by the government, so that the government is the one who sets employee success performance indicators. As a result, disruptive leadership has little influence on employee performance.

Furthermore, disruptive leadership also has no effect on the implementation of ICT. This can be interpreted that the disruptive leadership role in the implementation of ICT in PTPN I Regional 7 companies is small or insignificant. If a disruptive leader encourages the application of ICT to employees, then the success tends not to be due to his disruptive leadership factors, but because of other factors outside of leadership. Disruptive leadership will not have much impact on the implementation of ICT in companies; The success or failure

of ICT implementation does not depend on leadership. In other words, this finding can also be interpreted as bringing that the application of ICT cannot be directly influenced by disruptive leadership. This happens because as a state-owned company, where the policy is also greatly influenced by government policies, the role of leadership here in the implementation of ICT is also small. This is because usually the procurement or application of ICT in the company is also provided by the government.

These findings are actually in contrast to several studies which have indicated how disruptive leadership impacts the effective use of ICT in organizations (Anggraeni & Maulani, 2023; Primawanti & Ali, 2022; Utami, 2010). Disruptive leaders to encourage employees in ICT transformation to improve employee performance. Such disruptive leadership can also facilitate open communication and collaborative problem-solving, allowing for a smoother transition with the adoption of technology. A disruptive leadership style is needed in responding to current developments so as not to fall behind and lose momentum because the development of technology and information (ICT) is inevitable. It takes the integration of ICT in business processes in a company and can ultimately improve employee performance. The role of disruptive leaders is very important in order to encourage the integration of ICT in the business processes of a company or organization (Chatterjee et al., 2022; Toapanta et al., 2020; Wasono & Furinto, 2018; Yunus et al., 2019).

The disruptive leadership style in PTPN 1 Regional 7 should also facilitate innovation yet is also closely related to the adoption of new technologies, especially information and communication technology (ICT). Disruptive leaders tend to have an open attitude to change and actively encourage the use of ICT in organizational operations. Organizations or companies that want to exist in the current era of disruption, efficiency and effectiveness in work are very important (Abadi & Perkasa, 2020). Disruptive leadership is expected to make a positive contribution to the implementation of ICT. By leveraging technology, organizations can increase productivity, speed up processes, and respond more quickly to market changes. Therefore, disruptive leadership is the key to accelerating ICT integration and optimizing the potential of technology in achieving organizational or corporate goals.

However, the results of the study show that organizational culture has a significant effect on employee performance. The implementation of a strong and good culture can affect employee performance. This can be interpreted as if the organizational culture improves, employee performance will also increase. The results of the study also show that organizational culture has a positive and significant effect on the implementation of ICT in the PTPN 1 Regional 7 environment. If the organizational culture increases, the application of ICT in an organization or company will also increase significantly. This is also supported by the results of the analysis of the description of work culture indicators which also show that the work culture in PTPN 1 Regional 7 is quite high, and this can support the implementation of ICT in the company to achieve organizational goals. In addition, the indicator of the implementation of ICT as a mediation variable also shows that the implementation of ICT in PTPN 1 Regional 7 is also quite high and this can support the achievement of employee performance in this SOE company.

4. Conclusions And Suggestions

The result of the study indicates that disruptive leadership has no effect on employee performance. This can happen because PTPN I Regional 7 is one of the state-owned enterprises where the policies set tend to be centralistic or carried out by the government. Performance appraisals tend to be carried out using indicators set by the government, so the government is the one who sets the performance indicators for employee success. As a result, disruptive leadership has little influence on employee performance. In addition, disruptive leadership also has no effect on the implementation of ICT. This can happen because as a

government company, the procurement or application of ICT in these companies is usually also controlled or provided by the government.

However, organizational culture affects employee performance and ICT implementation. The implementation of ICT can run effectively and efficiently if supported by organizational culture because the strength of the relationship between these 2 variables is very strong. If organizational culture improves, the application of ICT also increases. Meanwhile, the implementation of ICT has an effect on employee performance. Employee performance can be improved by organizational culture positively and significantly through ICT implementation intervention or mediation. Organizational culture affects employee performance because organizational culture is closely related to the implementation of ICT and affects employee performance contains the conclusions of research results and suggestions by researchers.

Future research can re-examine this research model, especially on the influence of variables that are not yet significant, namely disruptive leadership on employee performance, on the application of ICT, and the influence of mediation. Further research can also develop this research model by adding other variables that can affect employee performance. Different research objects or companies are also suggested for future research to generalize the research results. In addition, research can also involve a wider and more diverse sample for the best results. Future research is also suggested to develop more comprehensive and relevant measurement tools to the current conditions for the variables studied.

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