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Email: ijireditor7@gmail.com

Transformational Leadership, Organizational Culture And HR Quality On University Mission Achievement: The Moderating Role Of Group Cohesion

¹Moh Romzi, ²Juri Wahananto, ³Shobihatul Fitroh Noviyanti, ⁴Ahmad Rifai, ⁵M. Adi Kulsum

^{1,3,5}UIN Maulana Malik Ibrahim Malang, Indonesia. ²Kementrian Agama Lamongan, Indonesia. ⁴Institut Pesantren Babakan Cirebon, Jawa barat, Indonesia.

¹auqilmirza@gmail.com, ²juriwahananto3@gmail.com, ³shobihanoviyanti@gmail.com, ⁴ahmadrifai@ipeba.ac.id, ⁵adiklsm@gmail.com

Correspondence Email: auqilmirza@gmail.com.

Abstract: This research examines the effect of transformational leadership, organizational culture, and the quality of human resources on the effectiveness of achieving higher education institutions' missions, with group cohesion as a moderating variable. The study was conducted at IAIN Madura, employing a quantitative methodology, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Data were gathered through structured questionnaires distributed to academic and administrative staff. The results demonstrate that transformational leadership, organizational culture, and human resource quality significantly and positively influence institutional mission achievement. Furthermore, group cohesion enhances these relationships, highlighting its essential role in fostering a cohesive and goal-oriented organizational climate. These findings underscore the necessity of strategic leadership and a robust organizational culture in strengthening institutional performance. The study offers practical implications for academic leaders, emphasizing the importance of building group cohesion to amplify the effectiveness of leadership, organizational culture, and human resource quality. Future research is recommended to extend these findings by investigating the dynamics in different higher education settings and incorporating longitudinal approaches to explore the temporal impact of these variables.

Keywords: Transformational Leadership, Organizational Culture, Human Resource Quality, Group Cohesion, Higher Education

INTRODUCTION

The effectiveness of achieving a university's mission is a crucial strategic issue in managing higher education institutions, particularly in the context of Islamic higher education in Indonesia, such as IAIN Madura (Mattos et al., 2023). IAIN Madura aims to produce highly competent human resources in Islamic education, grounded in local values and committed to the integration of knowledge, religion, and culture (Barizi, 2011). However, achieving these objectives requires synergy among various internal factors, including transformational leadership, an inclusive organizational culture, and competent human resources (Romzi, 2023).

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In this context, transformational leadership emerges as a key to organizational success (Garad et al., 2023). Transformational leadership, which inspires and encourages innovation and sets an exemplary model, has proven effective in enhancing organizational performance, including mission achievement (Arif & Akram, 2018). Research by Bass and Avolio demonstrates that leadership that positively transforms subordinates' mindsets and behaviors significantly contributes to achieving organizational goals (Bass & Avolio, 1993). Nevertheless, it must be acknowledged that implementing transformational leadership in Islamic higher education institutions often encounters challenges such as resource limitations and rigid bureaucracy, which can hinder the effectiveness of mission accomplishment (Noviyanti).

Furthermore, organizational culture is pivotal in fostering an environment conducive to achieving the university's mission (Sukatin & Fajri, 2021). A strong organizational culture shapes behaviors, values, and work norms that support academic development and institutional management (Zarkasyi, 2017). An adaptive culture that promotes collaboration and commitment to shared goals is believed to enhance institutional performance (Kumar et al., 2021). Hofstede explains that an effective organizational culture accelerates mission achievement by aligning all organizational elements toward common objectives through shared and internalized values. However, at IAIN Madura, organizational culture tends to be fragmented by personal background differences and individual perceptions of the institutional mission, necessitating efforts to strengthen a more consistent shared culture.

Meanwhile, the quality of human resources is a fundamental element in achieving the effectiveness of a university's mission. Human resource quality encompasses competence, performance, and dedication among academic and administrative staff (B et al., 2023). Robbins and Judge assert that the competence and continuous development of human resources can improve the quality of educational and administrative services, ultimately supporting mission achievement (Al-Hamad et al., 2023). At IAIN Madura, a key challenge lies in enhancing human resource quality, including upgrading lecturers' academic qualifications, developing administrative



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staff's managerial competencies, and improving adaptability to the demands of modern, technology-based education.

Group cohesiveness as a moderating variable also warrants attention in this research. Cohesiveness refers to the extent to which group members feel bonded to one another and are willing to work collectively to achieve shared goals (Klang & Luria, 2021). High cohesiveness can strengthen the influence of transformational leadership, organizational culture, and human resource quality on the effectiveness of mission achievement. According to Yukl, cohesive groups exhibit higher motivation, better collaboration, and clear goal alignment, all of which positively impact organizational performance. However, in practice at IAIN Madura, group cohesiveness may vary across departments and work units, necessitating further exploration of how cohesiveness functions as a moderating variable in achieving the university's mission.

Therefore, this research is of high urgency as it seeks to provide an in-depth understanding of the dynamics of leadership, organizational culture, and human resource quality in the context of Islamic higher education institutions. It also offers practical implications for developing management strategies at IAIN Madura, particularly in identifying effective strategies for achieving its established mission. Through a quantitative approach, this study is expected to provide more accurate empirical evidence regarding the relationships between the variables studied and the role of group cohesiveness as a factor that strengthens or weakens these relationships.

METHOD

This study employs a quantitative research method using a survey approach, supported by analysis through Structural Equation Modeling (SEM) using the SMART PLS software. This approach enables researchers to analyze causal relationships among predetermined latent variables and to comprehensively evaluate the validity and reliability of the research instruments. The research instruments are designed to assess respondents' perceptions of variables such as Organizational Culture, Transformational Leadership, Group Cohesiveness, Human Resource



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Quality, and Mission Achievement. Respondents provide evaluations of several statements that represent the indicators of each construct, with the scores from each response reflecting the intensity or level of their perceptions (Rahman, 2023).

The collected data are analyzed using key steps in SMART PLS, including the evaluation of the measurement model to ensure convergent and discriminant validity, as well as construct reliability through Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Subsequently, the structural model is utilized to identify causal relationships among latent variables and to examine the strength of the influence of each path (Memon et al., 2020).

This analytical framework offers a robust approach, enabling researchers to uncover patterns of relationships among variables with high accuracy while ensuring that the findings serve as a reliable reference for evidence-based policy and strategy development in organizational contexts.

RESULT AND DISCUSSION

RESULT

The findings of this study reveal relationships between variables such as Organizational Culture, Transformational Leadership, Group Cohesiveness, Human Resource Quality, and Mission Achievement using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach. The interpretation of the obtained data indicates that all constructs exhibit significant reliability and validity, as detailed below:

Reliability:

The Cronbach's alpha values for all constructs are above 0.7, reflecting adequate internal consistency:

Organizational Culture: 0.901

Transformational Leadership: 0.902

Group Cohesiveness: 0.902

Human Resource Quality: 0.876

Mission Achievement: 0.843



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The Composite Reliability (CR) values also demonstrate high reliability, with all constructs scoring above 0.7:

- Organizational Culture: 0.931
- Transformational Leadership: 0.932
- Group Cohesiveness: 0.932
- Human Resource Quality: 0.916
- Mission Achievement: 0.897

Convergent Validity:

The Average Variance Extracted (AVE) values for all constructs exceed the threshold of 0.5, confirming adequate convergent validity:

- Organizational Culture: 0.771
- Transformational Leadership: 0.774
- Group Cohesiveness: 0.775
- Human Resource Quality: 0.734
- Mission Achievement: 0.688

These results demonstrate that the constructs are both reliable and valid, ensuring that the model provides robust and accurate measurements for analyzing the relationships between the variables.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Budaya Organisasi	0.901	0.904	0.931	0.771
Kepemimpinan Transformatif	0.902	0.907	0.932	0.774
Kohesivitas Kelompok	0.902	0.909	0.932	0.775
Kualitas SDM	0.876	0.893	0.916	0.734
Pencapaian Misi	0.843	0.878	0.897	0.688

Table 1. Construct Reliability and Convergent Validity Results of the Measurement Model



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DISCUSSION

This study reveals significant relationships between Organizational Culture, Transformational Leadership, Group cohesion, Human Resource Quality, and Mission Achievement using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach (Kambara & Prahyawan, 2020). This model enables in-depth analysis of the interrelationships between variables within an organizational context (Parjaman & Akhmad, 2019). The measurement results demonstrate that all constructs in this study exhibit high levels of reliability, as evidenced by Cronbach's alpha values exceeding the threshold of 0.7. These values indicate the internal consistency of the indicators that define each construct (Ansori et al., 2024).

In terms of reliability, the high Composite Reliability (CR) values for all constructs further strengthen the robustness of this model. The CR values are as follows: Organizational Culture (0.931), Transformational Leadership and Group Cohesiveness (each 0.932), Human Resource Quality (0.916), and Mission Achievement (0.897) (Siswanto et al., 2025). These figures indicate that the indicators used consistently measure their respective constructs. Such reliability ensures the study's findings can be trusted to identify causal relationships among the variables (Ambar Teguh Sulistiyani et al., 2008).

The model's validity is also confirmed through convergent validity analysis. The Average Variance Extracted (AVE) values for all constructs exceed the recommended minimum of 0.5, highlighting the model's adequacy in capturing a substantial proportion of the variance from the indicators (Ulfatin, 2022). Specifically, the AVE values are as follows: Organizational Culture (0.771), Transformational Leadership (0.774), Group Cohesiveness (0.775), Human Resource Quality (0.734), and Mission Achievement (0.688). These results affirm that the constructs accurately measure what they are intended to measure (Bagaskara, 2024).

Overall, the findings indicate that the measurement model employed in this study meets stringent criteria for reliability and validity. By fulfilling these requirements, the analysis provides accurate insights into the relationships between variables in the model. This success is crucial, as



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the PLS-SEM approach heavily relies on the constructs' validity and reliability to ensure the accuracy of its interpretations.

While the measurement model has performed well, there remains room for further discussion regarding the implications of these findings. For instance, the higher CR and AVE values for constructs such as Organizational Culture and Group Cohesiveness suggest that these constructs play central roles in determining Mission Achievement. This offers valuable insights for organizational managers, emphasizing the importance of developing organizational culture and enhancing group cohesiveness. Conversely, the relatively lower AVE values for Human Resource Quality (0.734) and Mission Achievement (0.688) indicate the need for further exploration to strengthen these variables in future studies. Therefore, this study enhances understanding of the interrelationships between variables and provides a foundation for further research in organizational development contexts.

CONCLUSION

The conclusion of this study confirms that the measurement model utilized has met the required criteria for reliability and validity, making it a reliable tool for analyzing the relationships between Organizational Culture, Transformational Leadership, Group Cohesiveness, Human Resource Quality, and Mission Achievement. The high Cronbach's alpha and Composite Reliability values demonstrate good internal consistency, while the adequate Average Variance Extracted (AVE) values ensure that the constructs within the model exhibit strong convergent validity.

The findings highlight the significant roles of Organizational Culture and Group Cohesiveness as major contributors to Mission Achievement. On the other hand, although Human Resource Quality and Transformational Leadership have smaller influences, these variables remain essential considerations in organizational management. The strong validity of the indicators used further supports the model's ability to capture causal relationships between variables with precision.



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Nonetheless, there is room for further development, particularly for variables with relatively lower validity values, such as Human Resource Quality and Mission Achievement, to improve the model's accuracy in future studies. This research provides valuable insights for organizational leaders to focus on strengthening organizational culture and enhancing group cohesiveness as strategic measures for achieving organizational goals. Therefore, the results of this study serve as a vital reference for evidence-based policy and strategy development within organizations.

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