

Information Systems, Transformational Leadership, and Organizational Culture on Employee Performance with Moderation of Generational Groups

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ABSTRACT

This study aims to examine and analyze the influence of information systems, transformational leadership, and organizational culture on employee performance with generational groups as moderating variables at the Religious Court in the former Surakarta Residency area. This study uses a quantitative approach with descriptive methods. The population in this study were all employees of the Religious Court in the former Surakarta Residency area. Data collection was conducted by distributing questionnaires to respondents who met the research criteria. Data analysis used the Partial Least Square–Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS software through outer model testing, inner model testing, hypothesis testing, and Multi Group Analysis (MGA) to examine differences in influence between generational groups. The results of the study indicate that information systems, transformational leadership, and organizational culture have a positive and significant effect on employee performance. This finding indicates that the better the implementation of information systems, the more effective the transformational leadership implemented by leaders, and the stronger the developing organizational culture, the higher the resulting employee performance. The results of the generational group moderation test indicate differences in the strength of influence between generational groups on the relationship between information systems, transformational leadership, and organizational culture on employee performance. Thus, generational characteristics are a factor that needs to be considered in efforts to improve employee performance in the Religious Court environment in the former Surakarta Residency area..

Keywords: Information Systems, Transformational Leadership, Organizational Culture, Employee Performance, Generational Groups.

INTRODUCTION

Public service is one of the primary functions of government administration, aimed at meeting the needs of the community in a professional, transparent, accountable manner, and oriented towards user satisfaction. To realize good governance, the government continues to encourage bureaucratic reform in all institutions, including the judiciary. The Supreme Court of the Republic of Indonesia, through its Judicial Reform Blueprint and various bureaucratic reform policies, places improving the quality of public service as a top priority in the administration of justice. Therefore, every judicial work unit is required to be able to provide simple, fast, transparent, and low-cost services, as mandated by Law Number 48 of 2009 concerning Judicial Power.

As executors of judicial power in Islamic civil law, the Religious Courts are responsible for providing legal services to the public while simultaneously establishing effective organizational governance. The success of these duties is reflected in organizational performance, as measured by various indicators, such as achievement of performance targets, quality of public service, development of integrity zones, and evaluation results conducted by the Supreme Court through the Directorate General of Religious Courts (Badilag). Organizational performance is a key indicator in assessing the success of the Religious Courts in carrying out their primary duties and functions.

Empirical phenomena within the Religious Courts within the former Surakarta Residency area indicate that organizational performance remains variable. One indicator is the development of an Integrity Zone towards a Corruption-Free Zone (WBK). As of the year of the study, of the seven Religious Courts within the former Surakarta Residency area, only two work units had achieved the WBK status. Meanwhile, five other work units were still in the process of developing their Integrity Zone towards WBK. This situation indicates that the achievement of organizational governance that meets bureaucratic reform standards is not evenly distributed across all work units, thus requiring various efforts to continuously improve organizational performance.

This phenomenon is reinforced by the results of the Work Unit Performance Assessment conducted by the Directorate General of the Religious Courts of the Supreme Court of the Republic of Indonesia. This assessment serves as an evaluation instrument to measure the performance of Religious Court work units based on various indicators established by the Religious Courts Agency. The latest assessment results for the third and fourth quarters of 2025 and the first quarter of 2026 show the following:

Table 1. Religious Court Performance Assessment Ranking

<i>Work Unit</i>	<i>Quarter III 2025</i>	<i>Quarter IV 2025</i>	<i>Q1 2026</i>
Surakarta Religious Court	231	291	290
PA Sragen	211	210	257
PA Boyolali	89	108	84
Sukoharjo Religious Court	110	90	126
PA Wonogiri	274	145	231
Klaten PA	149	189	238
Karanganyar Religious Court	288	271	217

Source: Directorate General of Religious Courts (processed by researchers).

The table shows that performance across work units has not shown consistency. The Boyolali Religious Education Institution (PA Boyolali) has maintained its position in the top ranking group throughout the three assessment periods. Conversely, several work units experienced significant ranking changes from one period to the next. PA Wonogiri, for example, saw its ranking increase from 274th in the third quarter of 2025 to 145th in the fourth quarter of 2025, but then dropped back to 231st in the first quarter of 2026. Similarly, PA Sukoharjo rose from 110th to 90th, but fell back to 126th in the following period. Meanwhile, PA Surakarta has remained in the bottom ranking group for the past two periods.

These variations and fluctuations indicate that organizational performance is not yet fully stable across all work units. Although the Badilag assessment is a measure of organizational performance, this achievement is essentially the accumulation of various aspects carried out by employees, ranging from the implementation of core duties, resolution of case administration, utilization of information technology, quality of public services, and compliance with various performance assessment indicators. The success or decline of organizational performance cannot be separated from the quality of employee performance as the primary executors of the organization's business processes.

According to Robbins and Judge (2022), employee performance is the work results achieved by individuals in accordance with the tasks and responsibilities assigned by the organization. In public sector organizations, employee performance is a key factor determining the organization's effectiveness in achieving goals, improving service quality, and meeting accountability demands to the public. High-performing employees will be able to complete work effectively, on time, and according to established standards, while suboptimal performance can impact service quality and the achievement of organizational targets.

One factor suspected of influencing employee performance is information systems. In line with the Supreme Court's digital transformation policy, the Religious Courts have implemented various applications, such as the Case Tracking Information System (SIPP), e-Court, the Court Personnel Information System (SIKEP), the National Data Communications System (KOMDANAS), and various other information systems to support the delivery of judicial services. The use of these information systems is expected to improve work process efficiency, accelerate service delivery, enhance data accuracy, and support more effective decision-making.

However, information system implementation does not always produce the same impact on every work unit. Differences in employee adaptability to technology, application utilization levels, and digital competencies contribute to varying levels of information system effectiveness. Research by Dwiriyani and Latunreng (2025) shows that information systems have a positive effect on employee productivity, while research by Sitorus et al. (2022) found that low utilization of information systems can hinder organizational performance improvement. These differing findings suggest that the relationship between information systems and employee performance requires further study.

In addition to information systems, transformational leadership is also a crucial factor in determining organizational success. Policy changes, accelerated digital transformation, and increasing demands for public services require leaders to be able to inspire, motivate, and guide employees to adapt to change. Research by Diantara et al. (2022) demonstrated that transformational leadership positively impacts employee motivation and performance. However, leadership effectiveness is strongly influenced by organizational and employee characteristics, requiring empirical evidence in the Religious Court environment.

Another equally important factor is organizational culture. The Supreme Court has developed a work culture oriented toward integrity, professionalism, service, and accountability, which aligns with the core values of ASN BerAKHLAK (Integrated Civil Servants). However, the implementation of organizational culture in each work unit can vary, both in aspects of discipline, collaboration, innovation, and service orientation. Research by Putri Pratama and As (2025) shows that organizational culture has a positive influence on employee performance. Therefore, organizational culture is a factor worthy of study in efforts to improve employee performance within the Religious Courts.

In addition to these three factors, this study also considers generational characteristics as a moderating variable. Currently, the Religious Courts in the former Surakarta residency area consist of employees from Generation X, Generation Y (Millennials), and Generation Z. Each generation has different characteristics in utilizing technology, accepting leadership direction, adapting to organizational culture, and carrying out work. These differences have the potential to strengthen or weaken the influence of information systems, transformational leadership, and organizational culture on employee performance.

Previous research has generally examined the influence of information systems, transformational leadership, or organizational culture on employee performance separately. Research integrating these three variables into a single model is relatively limited. Furthermore, research that considers generational group as a moderating variable in this relationship, particularly within the Religious Courts, is also very limited. This situation indicates an empirical and contextual gap (research gap) that requires further study.

Based on empirical phenomena such as the uneven achievement of the WBK predicate, the variations and fluctuations in the results of the Badilag performance assessment in the Religious Courts throughout the former Surakarta Residency area, and the still limited research that integrates information systems, transformational leadership, organizational culture, and generational groups in one research model, it is necessary to conduct research on the factors that influence employee performance. Therefore, this study takes the title *The Influence of Information Systems, Transformational Leadership, and Organizational Culture on Employee Performance with Generational Groups as Moderating Variables (Study on Religious Courts throughout the Former Surakarta Residency Area)*.

RESEARCH METHODS

This study uses a quantitative descriptive approach. The author chose to use a quantitative descriptive method to determine the magnitude of the influence and significance between the variables of Information Systems, Transformational Leadership, Organizational Culture on Employee Performance with generational moderation in the Religious Courts of the former Surakarta Residency. This study was conducted in 7 (seven) Religious Court offices throughout the former Surakarta Residency area. The study period was carried out for 6 months, starting from September 1, 2025, to February 28, 2026.

The population in this study includes all employees of the seven Religious Courts in the former Surakarta Residency area, with a total of 280 people. This study will take all members of the population as samples. The variables used in this study consist of 3 variables, namely the independent variable (X), the dependent variable (Y), and the moderating variable (Z). The independent variables consist of information systems (X1), transformational leadership (X2), and organizational culture (X3), the dependent variable is performance (Y), and the moderating variable is the generation group (Z). The data analysis technique used in this study was Partial Least Squares (PLS). PLS is a Structural Equation Modeling (SEM) model with a variance-based or component-based structural equation modeling approach.

RESULTS AND DISCUSSION

Goodness of Fit Test

1. R-Square Test

Table 1R-Square Value

Variables	R Square	R Square Adjusted
Employee Performance (KN)	0.519	0.507

Source: Processed primary data, 2026

Based on Table 1, the R-Square value for the employee performance variable is 0.519. This value indicates that the information system, transformational leadership, organizational culture, and generational groups variables are able to explain 51.9% of the employee performance variable, with the remaining 48.1% influenced by other variables outside the research model. This value indicates that the research model has a fairly good explanatory ability for the employee performance variable.

2. F-Square Test

Table 2.F-Square Value

Variables	KN
Generation Group (GN)	0.037
Information Systems (IS)	0.066
Transformational Leadership (KT)	0.145
Organizational Culture (BO)	0.250

Source: Processed primary data, 2026

Based on Table 2, it is known that organizational culture has a moderate influence on employee performance with an F-Square value of 0.250. Transformational leadership has a small to moderate influence with a value of 0.145. Information systems have a small influence with a value of 0.066, and generational groups have a small influence with a value of 0.037. These results indicate that organizational culture is the variable that has the greatest contribution to employee performance compared to other variables in the research model.

3. Q-Square Test

Table 3Q-Square Value

Variables	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Employee Performance (KN)	825,000	540,841	0.344

Source: Processed primary data, 2026

Based on Table 3, the Q-Square (Q^2) value for the employee performance variable is 0.344. This value is obtained from calculations that produce a $Q^2 = 1 - \frac{SSE}{SSO}$ value and are greater than 0. In PLS-SEM analysis, the Q-Square value is used to measure predictive relevance, or the model's ability to predict endogenous variables based on the exogenous variables studied.

The Q^2 value of 0.344 indicates that the research model has good predictive relevance, because it meets the criteria of $Q^2 > 0$. This indicates that the exogenous constructs consisting of information systems, transformational leadership, work culture, and generational group moderation are able to provide adequate predictive ability for employee performance variables.

Thus, the research model is deemed to have fairly good predictive ability in explaining the influence between the studied variables. These results indicate that the developed model not only has a good fit but is also capable of adequately predicting observational data, making it suitable for use in subsequent hypothesis testing.

Hypothesis Testing



Figure 1 Hypothesis Testing Results

Table 4 Path Coefficient Results

The Influence of Variable X → Y with Z Moderation				Original Sample (O)	T Statistics	P Values
Information Systems	→	Employee Performance		0.178	2,557	0.011
Transformational Leadership	→	Employee Performance		0.262	3,812	0,000
Organizational Culture	→	Employee Performance		0.335	3,287	0.001
Generation × Information Systems	→	Employee Performance		0.030	0.453	0.650
Generation × Transformational Leadership	→	Employee Performance		0.025	0.335	0.738
Generation × Organizational Culture	→	Employee Performance		-0.245	3,101	0.002
Generation Group	→	Employee Performance		0.142	2,484	0.013

Source: Processed primary data, 2026

DISCUSSION

1. The Influence of Information Systems on Employee Performance

Based on Table 4, the Original Sample (O) value is 0.178, T Statistics is 2.557, and P Values are 0.011. A positive coefficient value indicates that the information system has a unidirectional influence on employee performance, while P Values smaller than 0.05 indicate that the influence is statistically significant. Thus,

Hypothesis 1 (H_1) is accepted, which means that the information system is proven to have a positive and significant influence on employee performance.

The results of this study indicate that the better the information system implementation, the higher the employee performance at Religious Courts throughout the former Surakarta Residency. This influence can be explained through information system indicators consisting of feature availability, ease of use, information quality, output speed, and data security.

The availability of features in applications such as SIPP, e-Court, and SIMKERJA helps employees complete their work according to task requirements, thus better achieving work targets. The system's ease of use makes it easier for employees to operate the application, thereby improving work skills and reducing errors in task execution. Furthermore, the quality of information generated by the system helps employees obtain accurate and relevant data, thus supporting improved work quality.

The speed of output produced by the information system also enables employees to complete work more quickly, thus supporting timely task completion and service to the public. Meanwhile, maintained data security provides certainty in the management of documents and case information, thus supporting compliance with applicable rules and work procedures within the judicial system.

The implementation of an information system that is supported by adequate features, is easy to use, produces quality information, has good processing speed, and guarantees data security, has been proven to be able to improve the achievement of work targets, work quality, timeliness, compliance with regulations, and employee work skills.

The results of this study align with those of Nuramalia et al. (2023) and Dwiriyani and Latunreng (2025), which concluded that information systems have a positive and significant impact on employee performance. These findings indicate that the better the implementation of information systems within an organization, the higher the resulting employee performance.

Theoretically, these findings support information systems theory, which states that effective use of information technology can improve information quality, work process efficiency, productivity, and individual performance within an organization. Information systems help employees obtain timely information, reduce errors in work execution, accelerate decision-making, and improve the quality of service to users.

The results of this study align with those of Nuramalia et al. (2023) and Dwiriyani and Latunreng (2025), which concluded that information systems have a positive and significant impact on employee performance. These findings indicate that the better the implementation of information systems within an organization, the higher the resulting employee performance.

2. The Influence of Transformational Leadership on Employee Performance

Based on Table 4, the Original Sample (O) value is 0.262, t-statistics is 3.812, and P Values are 0.000. A positive coefficient value indicates that transformational leadership has a unidirectional influence on employee performance, while P Values

smaller than 0.05 indicate that the influence is statistically significant. Thus, Hypothesis 2 (H_2) is accepted, which means that transformational leadership is proven to have a positive and significant influence on employee performance.

The results of this study indicate that the better the implementation of transformational leadership, the higher the employee performance at the Religious Courts in the former Surakarta Residency area. This influence can be explained through transformational leadership indicators, which include exemplary behavior, motivation, intellectual stimulation, openness and communication, and individual attention.

Leadership's exemplary behavior encourages employees to comply with regulations, maintain work discipline, and perform tasks according to established standards, thus supporting improved compliance and work quality. Leadership's motivation also encourages employees to perform optimally in achieving the organization's established work targets.

Furthermore, intellectual stimulation provided by leaders encourages employees to think creatively, find solutions to work problems, and improve their ability to carry out tasks, thus supporting the improvement of work skills. Openness and good communication between leaders and employees helps streamline work coordination, reduces errors, and accelerates task completion, thus contributing to improved work quality and timeliness. Meanwhile, individual attention provided by leaders makes employees feel valued and supported in developing their competencies, thus improving work morale and overall performance.

In the Religious Courts throughout the former Surakarta Residency, transformational leadership is reflected in the leadership's ability to provide work direction, coaching, motivation, and support for employee competency development. Open communication and providing opportunities for employees to develop their skills contribute to creating a conducive work environment that supports the achievement of organizational goals.

Theoretically, the results of this study support the transformational leadership theory proposed by Bass and Avolio, which explains that transformational leaders are able to improve subordinate performance through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leadership not only directs employees to complete tasks but also encourages the development of skills and commitment to the organization.

The results of this study align with those of Ansari et al. (2024), who concluded that leadership positively influences employee performance. These findings are also consistent with those of Diantara et al. (2022), who demonstrated that transformational leadership significantly influences employee performance. Furthermore, Febrianti et al. (2024) also demonstrated that leadership style influences employee performance. These similar results demonstrate that leadership is a crucial factor in improving employee performance across various organizations.

3. The Influence of Organizational Culture on Employee Performance

Based on Table 4, the Original Sample (O) value is 0.335, the t-statistic value is 3.287, and the P Value is 0.001. A positive coefficient value indicates that organizational culture has a unidirectional influence on employee performance, while a P Value smaller than 0.05 indicates that the influence is statistically significant. Thus, Hypothesis 3 (H3) is accepted, which means that organizational culture is proven to have a positive and significant influence on employee performance.

The results of this study indicate that the better the organizational culture implemented, the higher the employee performance at the Religious Courts in the former Surakarta Residency area. This influence can be explained through organizational culture indicators consisting of discipline, cooperation, integrity, responsibility, and organizational values.

The discipline implemented within an organization encourages employees to carry out their work in accordance with applicable regulations, thereby improving the timeliness of task completion and compliance with regulations. Good cooperation between employees also facilitates coordination and work completion, resulting in more effective work targets and improved work quality.

Furthermore, employee integrity encourages honest, professional, and compliant performance of duties, thereby supporting improved work quality and compliance with organizational regulations. A high level of responsibility for their work encourages employees to complete tasks optimally and enhance their skills in carrying out their duties and functions. Meanwhile, the implementation of organizational values, understood and practiced by all employees, fosters work behaviors aligned with organizational goals, thus supporting overall performance.

In the Religious Courts throughout the former Surakarta Residency, organizational culture is reflected in the application of core civil service values, adherence to the code of ethics, implementation of standard operating procedures, and a commitment to providing excellent service to justice seekers. This work culture creates a conducive work environment and encourages employees to work professionally, responsibly, and service-oriented.

Theoretically, the results of this study support Schein's (2017) theory of organizational culture, which explains that organizational culture is a set of values, norms, and beliefs shared by members of an organization that serve as guidelines for behavior and work performance. A strong organizational culture will build employee commitment, increase work effectiveness, and support the achievement of organizational goals.

The results of this study align with those of Diantara et al. (2022), which found that organizational culture significantly influences employee performance. These findings are also consistent with those of Nuramalia et al. (2023), Putri Pratama and As (2025), Dwiriyani and Latunreng (2025), Febrianti et al. (2024), and Bagis et al. (2021), all of which concluded that organizational culture has a positive and significant influence on employee performance.

4. The Influence of Generational Groups on Employee Performance

Based on Table 4, the Original Sample (O) value is 0.142, the t-statistic value is 2.484, and the P Value is 0.013. A positive coefficient value indicates that the generational group has a unidirectional influence on employee performance, while a P Value smaller than 0.05 indicates that the influence is statistically significant. Thus, Hypothesis 4 (H_4) is accepted, which means that the generational group is proven to have a positive and significant influence on employee performance.

The results of this study indicate that the different characteristics of Generation X, Generation Y (Millennials), and Generation Z influence employee performance. Each generational group has different work patterns, communication styles, adaptability, and technology utilization, which contribute to the achievement of work targets, work quality, punctuality, compliance with regulations, and work skills.

Generation X, with their longer work experience, tends to demonstrate high levels of adherence to rules, responsibility, and work skills in carrying out their duties. Generation Y possesses strong adaptability, collaboration, and communication skills, which support the achievement of work targets and improve work quality. Meanwhile, Generation Z has a better ability to utilize digital technology, which can support faster work completion and improve the timeliness of task execution.

In the Religious Courts throughout the former Surakarta Residency, the presence of employees from various generations presents a potential driver for improving organizational performance. The experience and work maturity of Generation X, the collaborative skills of Generation Y, and the technological expertise of Generation Z complement each other in supporting the implementation of tasks and providing services to the public.

Theoretically, the results of this study support the Generational Theory proposed by Strauss and Howe (1991), which explains that each generational group has different characteristics, values, and work behaviors resulting from different social experiences and developments over time. These differences in characteristics can influence how individuals work, adapt, and achieve performance within an organization.

The results of this study align with those of Baihaqqy (2022) and Saepudin et al. (2024), which showed that generational characteristics influence employee performance. These findings indicate that appropriately managing generational diversity can be a factor in improving organizational performance.

5. The Moderating Effect of Generational Groups on Information Systems on Employee Performance

Based on Table 4, the Original Sample (O) value is 0.030, the t-statistic value is 0.453, and the P Value is 0.650 on the effect of the interaction between generational groups and information systems on employee performance. P Values greater than 0.05 indicate that the effect of the interaction is not statistically significant. Thus, Hypothesis 5 (H_5) is rejected, which means that generational groups do not moderate the effect of information systems on employee performance.

To provide an overview of the influence of information systems on employee performance in each generational group, a Multi Group Analysis (MGA) was conducted, the results of which are presented in Table 5.

Table 5 Comparison Between Generational Groups

Generation Group	Coefficient	t-statistic	P Values
Generation X	0.160	1,031	0.303
Generation Y	0.239	2,284	0.023
Generation Z	0.274	1,616	0.107

Source: Processed primary data, 2026.

Based on Table 5, the influence of information systems on employee performance has a positive coefficient across all generational groups. In Generation X, the coefficient value is 0.160 with a t-statistic value of 1.031 and P Values of 0.303, so the influence of information systems on employee performance is not significant. In Generation Y, the coefficient value is 0.239, the t-statistic value is 2.284, and P Values of 0.023, which indicates that information systems have a positive and significant effect on employee performance. Meanwhile, in Generation Z, the coefficient value is 0.274, the t-statistic value is 1.616, and P Values of 0.107, so the influence of information systems on employee performance is also not significant.

These results indicate that information systems provide benefits across all generational groups, but the degree of influence varies. For Generation Y, the availability of adequate features, ease of application use, quality of information produced, speed of output, and data security can support the achievement of work targets, improve work quality, timely task completion, compliance with regulations, and optimize employee work skills. This condition indicates that Generation Y tends to be more capable of utilizing information systems to support the implementation of daily work.

In Generation X, although information systems have a positive influence on employee performance, this influence is not yet significant. This indicates that work experience and established work habits are still more dominant factors in supporting the achievement of work targets, work quality, and task completion compared to the use of information systems. Meanwhile, in Generation Z, although it has a larger influence coefficient than Generation X and Generation Y, this influence is not yet statistically significant. This condition indicates that the technological mastery ability possessed by Generation Z is not fully followed by adequate experience and understanding of the work to produce consistent performance improvements.

Although there are differences in the level of influence of information systems on each generational group, the results of the interaction test show a P value of 0.650 (>0.05). Thus, the difference is not strong enough to form a moderating effect. Generational groups do not strengthen or weaken the influence of information systems on employee performance at Religious Courts in the former Surakarta Residency area. This finding indicates that the benefits of information systems in supporting the achievement of work targets, work quality, timeliness, compliance

with regulations, and work skills can be felt by all generational groups relatively equally.

This finding aligns with research by Amrina et al. (2024), which showed that generational characteristics do not moderate the relationship between organizational factors and employee performance. Although the independent variables used were different, both studies demonstrated that differences in generational characteristics do not always strengthen or weaken the influence of organizational factors on employee performance.

6. The Moderating Effect of Generational Groups on Transformational Leadership on Employee Performance

Based on 4, the Original Sample (O) value was obtained at 0.025, the t-statistic value was 0.335, and the P Values were 0.738 on the effect of the interaction between generational groups and transformational leadership on employee performance. P Values greater than 0.05 indicate that the effect of the interaction is not statistically significant. Thus, Hypothesis 6 (H_6) is rejected, which means that generational groups do not moderate the effect of transformational leadership on employee performance.

To provide an overview of the influence of transformational leadership on employee performance in each generation group, a Multi Group Analysis (MGA) was conducted, the results of which are presented in Table 6.

Table 6 Comparison Between Generational Groups on the Influence of Transformational Leadership on Employee Performance

Generation Group	Coefficient	t-statistic	P Values
Generation X	0.259	2,023	0.044
Generation Y	0.222	2,478	0.014
Generation Z	0.455	2,844	0.005

Source: Processed primary data, 2026.

Based on Table 6, the influence of transformational leadership on employee performance has a positive coefficient in all generation groups. In Generation X, the coefficient value is 0.259, the t-statistic value is 2.023, and the P-value is 0.044, thus indicating that transformational leadership has a positive and significant effect on employee performance. In Generation Y, the coefficient value is 0.222, the t-statistic value is 2.478, and the P-value is 0.014, which also indicates a positive and significant effect. Meanwhile, in Generation Z, the coefficient value is 0.455, the t-statistic value is 2.844, and the P-value is 0.005, so the influence of transformational leadership on employee performance is also positive and significant.

These results indicate that transformational leadership positively influences employee performance across all generational groups. Through leadership's role model, employees are encouraged to increase compliance with regulations and maintain work quality. Leadership motivation helps employees achieve established work targets, while intellectual stimulation encourages improved work skills in solving various work tasks and problems.

Furthermore, openness and good communication between leaders and employees support smooth coordination, allowing work to be completed more timely and effectively. The individual attention provided by leaders also makes employees feel valued and supported in their competency development, thus contributing to improved overall performance.

Based on the MGA results, the greatest influence of transformational leadership is found in Generation Z with a coefficient of 0.455, followed by Generation X with 0.259 and Generation Y with 0.222. This finding indicates that Generation Z employees tend to respond more strongly to transformational leadership practices, particularly through motivation, open communication, providing direction, and attention to self-development. However, the difference in the level of influence is not strong enough to form a moderating effect.

This is evidenced by the results of the interaction test, which showed a P value of 0.738 (>0.05). Thus, generational groups neither strengthen nor weaken the influence of transformational leadership on employee performance at Religious Courts in the former Surakarta Residency area. This finding indicates that the benefits of transformational leadership in improving work targets, work quality, punctuality, compliance with regulations, and work skills can be felt relatively evenly by all generational groups.

The results of this study differ from those of Ansari et al. (2024), who concluded that Generation Z strengthens the influence of leadership on employee performance. These findings also deviate from those of Saepudin et al. (2022), who showed that generational groups moderate the influence of leadership on employee loyalty. These differences in results are likely influenced by differences in organizational characteristics, research subjects, and the variables used. In the Religious Court environment, which has relatively uniform governance, work systems, and leadership patterns, the influence of transformational leadership on performance tends to be felt equally by all generational groups.

7. The Moderating Effect of Generational Groups on Organizational Culture on Employee Performance

Based on Table 4, the Original Sample (O) value is -0.245, the t-statistic value is 3.101, and the P Value is 0.002 in the interaction between generational groups and organizational culture on employee performance. P Values smaller than 0.05 indicate that the effect of the interaction is statistically significant. Meanwhile, the negative coefficient value indicates that generational groups moderate organizational culture on employee performance in a negative direction, namely weakening the influence of organizational culture on employee performance. Thus, Hypothesis 7 (H_7) is accepted, which means that generational groups moderate the influence of organizational culture on employee performance.

To provide an overview of the influence of organizational culture on employee performance in each generation group, a Multi Group Analysis (MGA) was conducted, the results of which are presented in Table 7.

Table 7 Comparison Between Generational Groups on the Influence of Organizational Culture on Employee Performance

Generation Group	Coefficient	t-statistic	P Values
Generation X	0.561	3,305	0.001
Generation Y	0.446	3,613	0,000
Generation Z	-0.285	0.973	0.331

Source: Processed primary data, 2026.

Based on Table 7, the influence of organizational culture on employee performance differs in each generation group. In Generation X, the coefficient value is 0.561, the t-statistic value is 3.305, and the P-value is 0.001, so that organizational culture has a positive and significant effect on employee performance. In Generation Y, the coefficient value is 0.446, the t-statistic value is 3.613, and the P-value is 0.000, which also indicates a positive and significant effect. Meanwhile, in Generation Z, the coefficient value is -0.285, the t-statistic value is 0.973, and the P-value is 0.331, so that the influence of organizational culture on employee performance is not significant.

These results indicate that organizational culture reflected through discipline, cooperation, integrity, responsibility, and the application of organizational values is able to improve employee performance, especially in Generation X and Generation Y. In both generation groups, organizational culture encourages employees to achieve work targets, maintain work quality, complete work on time, comply with applicable regulations, and improve work skills in carrying out daily tasks.

The greatest influence of organizational culture was found in Generation X. This finding shows that Generation X employees tend to be more responsive to organizational values, work rules, and culture that have long been implemented in the organization. Longer work experience makes it easier for Generation X to internalize discipline, responsibility, and organizational values as guidelines in working. In Generation Y, organizational culture also has a strong positive influence because this generation is able to adapt to organizational values while maintaining flexibility in working.

In contrast, for Generation Z, the influence of organizational culture on employee performance is insignificant and negative. This indicates that the prevailing organizational culture has not yet fully become a primary factor influencing the achievement of work targets, work quality, punctuality, compliance with regulations, and work skills in this generational group. Generation Z tends to be more influenced by factors such as self-development, technology utilization, a dynamic work environment, and more open communication patterns compared to a formal organizational culture.

These differences in influence patterns align with the results of interaction tests, which show that generational groups moderate the influence of organizational culture on employee performance. The younger the generational group, the weaker the influence of organizational culture on performance tends to be.

This finding differs from research by Ansari et al. (2024), which stated that Generation Z strengthens the relationship between organizational culture and employee performance. However, this study's findings are supported by Çelik et al. (2021), who found that the relationship between organizational factors and performance tends to weaken in younger generations compared to older generations. This finding is also supported by Septama and Darmawan (2025), who demonstrated differences in work characteristics between generations, resulting in differing employee responses to organizational culture.

CONCLUSION AND SUGGESTIONS

Based on the results of research on the influence of information systems, transformational leadership, and organizational culture on employee performance with moderation by generational groups in Religious Courts throughout the former Surakarta Residency area, it can be concluded that information systems, transformational leadership, organizational culture, and generational groups have a positive and significant influence on employee performance. Meanwhile, generational groups do not moderate the influence of information systems or transformational leadership on employee performance, but moderate the influence of organizational culture in a negative direction, thereby weakening the influence of organizational culture on employee performance. Based on these findings, it is recommended that the leadership of Religious Courts throughout the former Surakarta Residency area continue to improve the quality of information systems through application development, data integration, and periodic system usage training, strengthen the implementation of transformational leadership through motivation, coaching, effective communication, and employee competency development, and optimize the internalization of organizational culture with an approach tailored to the characteristics of each generational group so that employee performance can continue to improve sustainably.

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