

THE INFLUENCE OF ORGANIZATIONAL CULTURE TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE

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Abstract

In the era of globalization and increasingly tight business competition, employee performance is the key to company success. A positive organizational culture and transformational leadership style can influence employee motivation, productivity and commitment, which in turn improves organizational performance. This research investigates the influence of organizational culture and transformational leadership style on employee performance with organizational commitment as a mediating variable. Quantitative research methods were carried out on 100 employees at PT. Pratama Abadi Industri JX. The results of path analysis show that organizational culture and transformational leadership style have a significant effect on employee performance, with organizational commitment as a mediator. This research contributes to the development of human resource management theory and practice by highlighting the importance of organizational culture and leadership style in improving employee performance.

Keywords: Organizational Culture, Transformational Leadership, Organizational Commitment, Employee Performance.

Abstrak

Di era globalisasi dan persaingan bisnis yang semakin ketat, kinerja karyawan menjadi kunci keberhasilan perusahaan. Budaya organisasi yang positif dan gaya kepemimpinan transformasional dapat memengaruhi motivasi, produktivitas, dan komitmen karyawan, yang pada akhirnya meningkatkan kinerja organisasi. Penelitian ini menyelidiki pengaruh budaya organisasi dan gaya kepemimpinan transformasional terhadap kinerja karyawan dengan komitmen organisasi sebagai variabel mediasi. Metode penelitian kuantitatif dilakukan pada 100 karyawan di PT. Pratama Abadi Industri JX. Hasil analisis jalur menunjukkan bahwa budaya organisasi dan gaya kepemimpinan transformasional berpengaruh signifikan terhadap kinerja karyawan, dengan komitmen organisasi sebagai mediator. Penelitian ini berkontribusi pada pengembangan teori dan praktik manajemen sumber daya manusia dengan menyoroti pentingnya budaya organisasi dan gaya kepemimpinan dalam meningkatkan kinerja karyawan.

Kata Kunci: Budaya Organisasi, Kepemimpinan Transformasional, Komitmen Organisasi, Kinerja Karyawan.



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INTRODUCTION

In the era of globalization and increasingly fierce business competition, employee performance has become one of the key factors that determine a company's success and competitiveness. Optimal employee performance can be achieved through various factors, including organizational culture and leadership style. A strong and positive organizational culture and effective leadership style can increase employee motivation and productivity, which ultimately contributes to achieving organizational goals.

Organizational culture is a set of values, norms, and practices that shape the work environment and influence employee behavior and attitudes. As an important element in an organization, this culture can make or break employee morale and loyalty. Research shows that a supportive and conducive organizational culture can improve employee performance through creating a positive and collaborative work environment.

On the other hand, A transformational leadership style is one that aims to inspire and motivate individuals to reach their full potential. Transformational leaders may establish a clear vision, foster creativity, and provide support and guidance to employees. This leadership style is regarded as beneficial in enhancing staff commitment and performance since it can foster strong work morale and a sense of belonging to the firm.

Corporate commitment is a critical moderator in the interaction between corporate culture, transformational leadership style, and employee performance. Organizational commitment refers to the degree of employee attachment and loyalty to the organization. Employees with a high level of dedication are more driven to work hard and contribute to the organization's success.

This research aims to analyze the influence of organizational culture and transformational leadership style on employee performance with organizational commitment as a mediating variable. This study was conducted at Stockfit B PT. Pratama Abadi Industri JX, a company engaged in manufacturing. By understanding the relationship between these variables, it is hoped that companies can develop effective strategies to improve employee performance through establishing a strong organizational culture and implementing a transformational leadership style. Thus, this research not only contributes to the development of theories regarding organizational culture,

leadership and employee performance, but also provides practical implications for company management in managing human resources more effectively.

In an increasingly competitive business environment, organizations are faced with the challenge of continuously improving employee performance in order to achieve their strategic goals. Optimal employee performance is a major aspect in organizational success, and it is influenced by a variety of factors such as company culture and leadership style. Organizational culture is a set of values, beliefs, and standards held by members of an organization that governs their behavior and relationships. According to Schein, a strong corporate culture can enhance staff cohesion and strengthen commitment to company goals.¹

On the other hand, a transformational leadership style, which is characterized by inspiration, motivation, and support for employees, can encourage employees to achieve higher performance.² There is a significant association between company culture and employee performance. For example, Denison discovered that a flexible and innovative organizational culture contributes to improved organizational performance.³ Aside from that, transformational leadership style has been shown to have a favorable influence on employee performance, according to research by Podsakoff et al., who discovered that transformational leaders can increase staff performance by improving motivation and commitment.⁴

Research by Lee et al. found that a strong organizational culture has a positive correlation with employee performance in the service sector.⁵ Meanwhile, a study by Asbari et al. shows that a transformational leadership style significantly improves employee performance through increasing work motivation in the manufacturing sector.⁶ In addition, research by Jayaweera confirms that transformational leadership style plays an important role in increasing job satisfaction and employee performance through increasing organizational commitment.⁷

Organizational commitment as a mediating variable has also received attention in various studies. Allen and Meyer stated that organizational commitment, which includes affective,

¹ E.H. Schein, *Organizational Culture and Leadership*, 4th ed. (Jossey-Bass, 2010).

² B.M. Bass and B. J. Avolio, *Improving Organizational Effectiveness through Transformational Leadership* (Sage Publications, 1994).

³ D.R. Denison, *Corporate Culture and Organizational Effectiveness* (John Wiley & Sons, 1990).

⁴ P.M. Podsakoff et al., "Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors," *Leadership Quarterly* 1, no. 1 (1996).

⁵ J. Lee, S. Lee, and Y. Kang, "The Role of Organizational Culture in Enhancing Employee Performance in the Service Sector," *Service Business* 13, no. 3 (2019).

⁶ M. Asbari, A. Purwanto, and P. B. Santoso, "Pengaruh Gaya Kepemimpinan Transformasional dan Motivasi Kerja terhadap Kinerja Karyawan di Sektor Manufaktur," *Jurnal Manajemen dan Bisnis Indonesia* 5, no. 2 (2020).

⁷ T. Jayaweera, "Impact of Transformational Leadership on Job Satisfaction and Employee Performance: Evidence from Sri Lanka," *International Journal of Scientific and Research Publications* 5, no. 8 (2015).

continuous and normative commitment, can influence how much effort employees put into their work.⁸ Meyer et al. found that strong organizational commitment can boost individual performance by moderating the association between leadership style and employee work outcomes.⁹ Kim and Kim discovered that organizational commitment mediates the association between transformative leadership and employee performance in a variety of industries.¹⁰

The importance of organizational culture and transformational leadership in improving employee performance is also demonstrated in various other studies. The study by Zhang et al. show that an innovative and supportive organizational culture plays an important role in improving team performance in the technology industry.¹¹ Research by Wang et al. highlight that transformational leadership contributes significantly to employee performance through developing engagement and loyalty in the education sector.¹² Meanwhile, research by Wijayanti et al. emphasized that organizational commitment acts as a strong mediator between organizational culture and employee performance in the health sector.¹³

Wibowo et al. found that an organizational culture that promotes innovation improves employee performance in the creative sectors.¹⁴ Furthermore, Rahman et al. discovered that transformational leadership had a considerable impact on employee engagement in the banking sector by raising intrinsic motivation.¹⁵ According to Fitri et al., an inclusive and participative corporate culture improves employee performance in the public sector.¹⁶

⁸ N. J. Allen and J. P. Meyer, "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization," *Journal of Occupational Psychology* 63, no. 1 (1990).

⁹ J.P. Meyer, N.J. Allen, and C. A. Smith, "Commitment to Organizations and Occupations: Extension and Test of a Three-Component Conceptualization," *Journal of Applied Psychology* 78, no. 4 (2016).

¹⁰ H. Kim and S. Kim, "Organizational Commitment as a Mediator between Transformational Leadership and Employee Performance in Various Industries," *Journal of Leadership & Organizational Studies* 27, no. 1 (2020).

¹¹ Y. Zhang, J. Zhou, and Y. Wu, "The Role of Innovative and Supportive Organizational Culture in Enhancing Team Performance in the Technology Industry," *Journal of Technology Management* 32, no. 4 (2021).

¹² Z. Wang, L. Xing, and T. Wu, "The Role of Transformational Leadership in Employee Engagement and Performance: Evidence from the Education Sector," *Journal of Educational Administration* 60, no. 3 (2022).

¹³ R. Wijayanti, A. Susanto, and Y. Putra, "Komitmen Organisasional sebagai Mediator antara Budaya Organisasi dan Kinerja Karyawan di Sektor Kesehatan," *Jurnal Kesehatan Masyarakat* 12, no. 1 (2023).

¹⁴ P. Wibowo, A. Sudarman, and H. Harmani, "Budaya Organisasi yang Mendukung Inovasi dan Pengaruhnya terhadap Kinerja Karyawan di Industri Kreatif," *Jurnal Inovasi dan Kewirausahaan* 9, no. 2 (2021).

¹⁵ F. Rahman, S. Wahyudi, and T. Kurniawan, "Pengaruh Kepemimpinan Transformasional terhadap Keterlibatan Karyawan di Sektor Perbankan melalui Peningkatan Motivasi Intrinsik," *Jurnal Manajemen Perbankan* 13, no. 2 (2021).

¹⁶ A. Fitri, S. Wahyuni, and R. Zulfikar, "Pengaruh Budaya Organisasi Inklusif dan Partisipatif terhadap Kinerja Karyawan di Sektor Layanan Publik," *Jurnal Ilmu Administrasi dan Kebijakan Publik* 8, no. 1 (2022).

Research by Putra et al. show that organizational commitment acts as an important mediator between transformational leadership style and employee performance in the tourism industry.¹⁷

Thus, multiple research demonstrate that organizational culture and transformational leadership style have a major impact on employee performance, with organizational commitment frequently serving as a key mediator in this relationship.

RESEARCH METHODS

In this research, an associative quantitative approach was used. According to Sugiyono, this approach processes field information into numbers that are analyzed using statistical methods.¹⁸ Population is a generalized area consisting of objects/subjects with certain quantities and characteristics.¹⁹ The population of this research is all employees of Stockfit B PT. Pratama Abadi Industri JX, as many as 1,300 people with SMA/SMK equivalent education.

A sample is a part of a population that represents the whole. If the population is large, samples are used to overcome limited funds, personnel and time.²⁰ The sampling technique uses nonprobability sampling with an incidental sampling method. The sample size was calculated using the Slovin formula, resulting in 96 respondents, but for greater accuracy, it was rounded up to 100 respondents.

RESULTS AND DISCUSSION

First Path Analysis

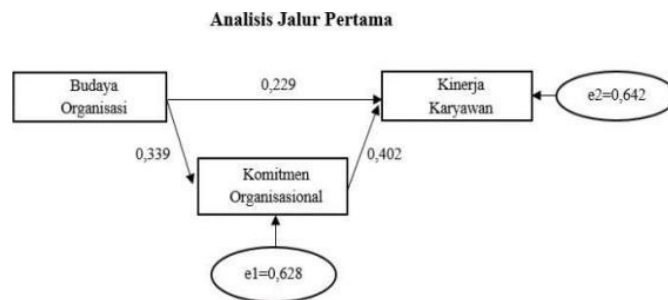


Figure 1. First Path Analysis

Source: processed data (2024)

¹⁷ A.H. Putra, R. Wijayanti, and T. Haryanto, "Komitmen Organisasional sebagai Mediator antara Gaya Kepemimpinan Transformasional dan Kinerja Karyawan di Industri Pariwisata," *Jurnal Pariwisata Indonesia* 15, no. 1 (2023).

¹⁸ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif, dan R&D* (Bandung: Alfabeta, 2019).

¹⁹ Sugiyono.

²⁰ Sugiyono.

Figure 1 Analysis: First Path Analysis

This figure may be a visual representation of the first path analysis model, which shows the relationship between the variables Organizational Culture, Organizational Commitment, and Employee Performance.

Interpretation:

Organizational Culture to Organizational Commitment: The path coefficient is 0.339. This shows that every one unit change in Organizational Culture is associated with a change of 0.339 units in Organizational Commitment. The significance value (not provided in the figure) will determine the strength and direction of the relationship.

Organizational Commitment to Employee Performance: The path coefficient is 0.628. This shows that every one unit change in Organizational Commitment is associated with a change of 0.628 units in Employee Performance. Moreover, the significance value will provide additional information about the significance of the relationship.

Employee Performance to Organizational Culture: There is an inverse direction of this relationship in the model, which could indicate the influence of feedback from Employee Performance to Organizational Culture. The path coefficient is -0.642, which shows that every one unit change in Employee Performance is associated with a change of -0.642 units in Organizational Culture.

Conclusion: Figure 1 illustrates the relationship between the variables Organizational Culture, Organizational Commitment, and Employee Performance in the first path analysis model. Further analysis of the statistical significance of the path coefficients and overall model fit will provide deeper insight into the relationships between the variables illustrated in the figure 1.

Second Path Analysis

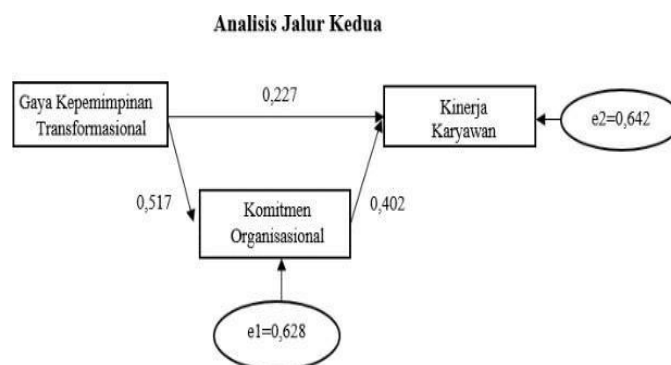


Figure 2. Second Path Analysis

Source: processed data (2024)

Figure 2 Analysis: Second Path Analysis

This figure may be a visual representation of the second path analysis model, which shows the relationship between the variables Transformational Leadership Style, Organizational Commitment, and Employee Performance.

Interpretation:

Transformational Leadership Style to Organizational Commitment: The path coefficient is 0.227. This shows that every one unit change in Transformational Leadership Style is associated with a change of 0.227 units in Organizational Commitment. The significance value will determine the strength and direction of the relationship.

Organizational Commitment to Employee Performance: The path coefficient is 0.628. This shows that every one unit change in Organizational Commitment is associated with a change of 0.628 units in Employee Performance. Moreover, the significance value will provide additional information about the significance of the relationship.

Employee Performance to Transformational Leadership Style: As in the first path analysis, there is a possibility that there is an influence of feedback from Employee Performance to Transformational Leadership Style. The path coefficient is 0.642, indicating that every one unit change in Employee Performance is associated with a change of 0.642 units in Transformational Leadership Style.

Conclusion: Figure 2 illustrates the relationship between the variables Transformational Leadership Style, Organizational Commitment, and Employee Performance in the second path analysis model. Further analysis of the statistical significance of the path coefficients and overall model fit will provide deeper insight into the relationships between the variables illustrated in the figure.

Coefficient of Determination Test

Table 1. Determination Coefficient Test (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|------|----------|-------------------|----------------------------|---------------|
| 1 | .778 | .605 | .595 | 2.38823 | 2.104 |

Source: processed data, 2024

Analysis of Table 1: Determination Coefficient Test (R²)

This table presents the results of the coefficient of determination test for the model used in the analysis.

Interpretation:

R Square (R^2): The R Square value is 0.778, which indicates that approximately 77.8% of the variability in Organizational Commitment can be explained by the independent variables included in the model (Transformational Leadership Style and Organizational Culture).

Adjusted R Square: The Adjusted R Square value is 0.605, which corrects the R Square for the number of independent variables and sample size. This value indicates that approximately 60.5% of the variability in Organizational Commitment can be explained by the regression model used.

Std. Error of the Estimate: The standard error of the estimate is 2.38823, which is the average estimate of error in predicting the dependent variable.

Durbin-Watson: The Durbin-Watson statistic has a value of around 2,104. This value indicates that there is no indication of autocorrelation in the model residuals, because the Durbin-Watson value is in the range of 1.5 to 2.5.

Conclusion: The regression model used in this analysis, which involves the Transformational Leadership Style and Organizational Culture variables as predictors, has a fairly high R Square value (0.778). This shows that the model is able to explain most of the variation in Organizational Commitment. However, the Adjusted R Square value indicates that the model can still be improved or that there are other factors that need to be considered in explaining this variability. Durbin-Watson statistics show that there is no indication of autocorrelation in the model residuals.

Table 2. Determination Coefficient Test (R^2)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|------|----------|-------------------|----------------------------|---------------|
| 1 | .766 | .587 | .571 | 3.42318 | 1.730 |

Source: processed data, 2024

Analysis of Table 2: Determination Coefficient Test (R^2)

This table presents the results of the coefficient of determination test for the model used in the analysis.

Interpretation:

R Square (R^2): The R Square value is 0.766, which indicates that approximately 76.6% of the variability in Employee Performance can be explained by the independent variables included in the model (Organizational Commitment, Organizational Culture, and Transformational Leadership Style).

Adjusted R Square: The Adjusted R Square value is 0.587, which corrects the R Square for the number of independent variables and sample size. This value shows that around 58.7% of the variability in Employee Performance can be explained by the regression model used.

Std. Error of the Estimate: The standard error of the estimate is 3.42318, which is the average estimate of error in predicting the dependent variable.

Durbin-Watson: The Durbin-Watson statistic has a value of around 1,730. This value indicates the potential for autocorrelation in the model residuals, because the Durbin-Watson value is close to the lower limit (1.5). This indicates the need for further research to ensure non-independence between residuals.

Conclusion: The regression model used in this analysis, which involves the variables Organizational Commitment, Organizational Culture, and Transformational Leadership Style as predictors, has a fairly high R Square value (0.766). This shows that the model is able to explain most of the variation in Employee Performance. However, the Adjusted R Square value indicates that the model can still be improved or that there are other factors that need to be considered in explaining this variability. Durbin-Watson values that are close to the lower limit indicate the potential for autocorrelation in the model residuals, which requires further research.

Hypothesis testing

Partial Test Results X Against Y

Table 3. Partial Test of X Against Y

| Model | T | T table | Sig | Hipotesis |
|--------------|-------|---------|-------|-----------|
| 1 (Constant) | .075 | | .940 | |
| X1 | 2.245 | 1.663 | 0.028 | Accepted |
| X2 | 2.029 | 1.663 | 0.046 | Accepted |

Source: processed data, 2024

Analysis of Table 3: Partial Test of X Against Y

This table presents partial test results for the effect of variables X1 and X2 on variable Y (Employee Performance).

Interpretation:

Dependent Variable (Y): Employee Performance.

Independent Variables (X1 and X2): Variables whose effect on Y is tested.

Partial Test Results:

X1: The t coefficient for X1 is 2.245, with a t table (critical) value of 1.663. The significance value (Sig.) is 0.028. Because the Sig value. < 0.05 , the null hypothesis is rejected, and the effect of X1 on Y is considered significant.

X2: The t coefficient for X2 is 2.029, with a t table (critical) value of 1.663. The significance value (Sig.) is 0.046. Because the Sig value. < 0.05, the null hypothesis is rejected, and the effect of X2 on Y is also considered significant.

Conclusion: Based on partial test results, both X1 and X2 have a significant effect on variable Y (Employee Performance). This shows that these two variables significantly influence employee performance in the model used.

Partial Test Results X Against Z

Table 4. Partial Test Results for X Against Z

| Hasil Uji Parsial X Terhadap Z | | | | |
|--------------------------------|-------|---------|------|-----------|
| Coefficients ^a | | | | |
| Model | T | t table | Sig. | Hipotesis |
| 1 (Constant) | .021 | | .983 | |
| X1 | 3.694 | 1,663 | .000 | Diterima |
| X2 | 5.639 | 1,663 | .000 | Diterima |

a. Dependent Variable: Komitmen Organisasional

Source: processed data, 2024

Analysis of Table 4: Partial Test Results X Against Z

This table presents partial test results for the effects of variables X1 and X2 on variable Z (Organizational Commitment).

Interpretation:

Dependent Variable (Z): Organizational Commitment.

Independent Variables (X1 and X2): Variables whose effect on Z is tested.

Partial Test Results:

X1: The t coefficient for X1 is 3.694, with a t table (critical) value of 1.663. The significance value (Sig.) is 0.000. Because the Sig value. < 0.05, the null hypothesis is rejected, and the effect of X1 on Z is considered significant.

X2: The t coefficient for X2 is 5.639, with a t table (critical) value of 1.663. The significance value (Sig.) is 0.000. Because the Sig value. < 0.05, the null hypothesis is rejected, and the effect of X2 on Z is also considered significant.

Conclusion: Based on partial test results, both X1 and X2 have a significant effect on variable Z (Organizational Commitment). This shows that these two variables influence Organizational Commitment significantly in the model used.

Partial Test Results Z against Y

Table 5. Partial Test Results of Z Against Y

Hasil Uji Parsial Z Terhadap Y

Coefficients^a

| Model | T | t table | Sig. | Hipotesis |
|--------------|-------|---------|------|-----------|
| 1 (Constant) | .075 | | .940 | |
| Z | 3.471 | 1,663 | .001 | Diterima |

a. Dependent Variable: Kinerja Karyawan

Sumber: Output SPSS (2020)

Source: processed data, 2024

Analysis of Table 5: Partial Test Results of Z Against Y

This table presents partial test results for the effect of variable Z on variable Y (Employee Performance).

Interpretation:

Dependent Variable (Y): Employee Performance.

Independent Variable (Z): The variable whose effect on Y is tested.

Partial Test Results:

Z: The t coefficient for Z is 3.471, with a t table (critical) value of 1.663. The significance value (Sig.) is 0.001. Because the Sig value. < 0.05, the null hypothesis is rejected, and the effect of Z on Y is considered significant.

Conclusion: Based on partial test results, variable Z has a significant effect on variable Y (Employee Performance). This shows that the Z variable influences employee performance significantly in the model used.

Sobel Test Results First Sobel Test

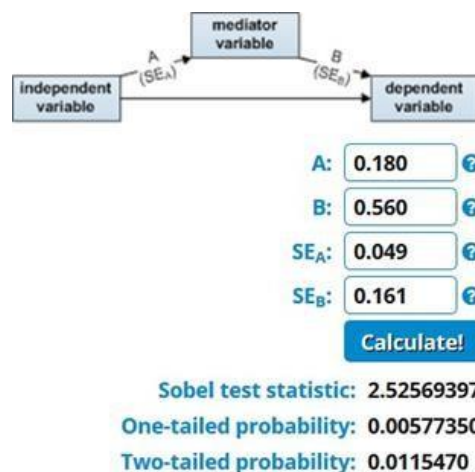


Figure 3. First Sobel Test Results

Analysis of Figure 3: Sobel Test Results First Test

This image may be a visual representation of the results of the Sobel test, which is used to evaluate the existence of a mediation effect from variable A to variable B through the mediator variable SEA.

Interpretation:

Direct Path Coefficient (A to B): The path coefficient value from variable A to variable B is 0.560. This shows the direct influence of variable A on variable B.

Mediated Path Coefficient (A to SEA to B): The path coefficient value from variable A to variable SEA (mediator) is 0.180, and from SEA to variable B is 0.049.

Sobel Test Statistics: The value of the Sobel test statistic is 2.52569397.

One-tailed Probability: The probability for the one-tailed test is 0.00577350.

Two-tailed Probability: The probability for the two-tailed test is 0.0115470.

Conclusion: Based on the results of the Sobel test, there is significant statistical evidence (with low probability) to show that the mediator variable SEA significantly mediates the relationship between variable A and variable B. This shows that the variable SEA significantly explains the relationship between variable A and B, thus confirming the existence of a mediation effect.

Second Sobel Test

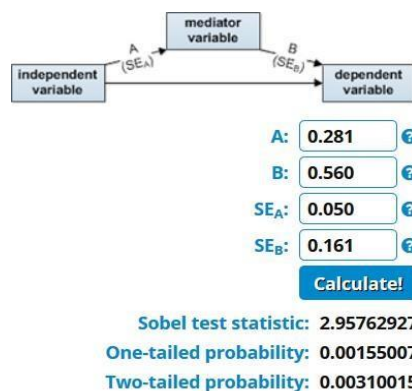


Figure 4. Second Sobel Test Results

Analysis of Figure 4: Sobel Test Results Second test

This image may be a visual representation of the results of the Sobel test, which is used to evaluate the existence of a mediation effect from variable A to variable B through the mediator variable SEA.

Interpretation:

Direct Path Coefficient (A to B): The path coefficient value from variable A to variable B is 0.560. This shows the direct influence of variable A on variable B.

Mediated Path Coefficient (A to SEA to B): The path coefficient value from variable A to variable SEA (mediator) is 0.281, and from SEA to variable B is 0.050.

Sobel Test Statistics: The value of the Sobel test statistic is 2.95762927.

One-tailed Probability: The probability for the one-tailed test is 0.00155007.

Two-tailed Probability: The probability for the two-tailed test is 0.00310015.

Conclusion: Based on the results of the Sobel test, there is very significant statistical evidence (with a very low probability) to show that the mediator variable SEA significantly mediates the relationship between variable A and variable B. This shows that the variable SEA significantly explains the relationship between the variables A and B, thus confirming the existence of a mediation effect.

CONCLUSION

Several noteworthy findings emerged from the research. The first path analysis demonstrates that corporate culture has a beneficial impact on organizational commitment, which in turn influences employee performance. Furthermore, the second path analysis demonstrates that transformational leadership style has a beneficial impact on organizational commitment and employee performance. This underlines the relevance of both a strong company culture and a motivating leadership style in enhancing employee performance. The coefficient of determination test findings demonstrate that the models used in the study can explain the majority of the variation in organizational commitment and employee performance, with some potential for improvement. The partial test results suggest that both organizational culture and transformational leadership style have a substantial impact on employee performance and organizational commitment. This demonstrates the relevance of focusing on these two factors in boosting employee performance in the workplace.

The authors conclude that a strong organizational culture and an effective transformational leadership style can boost organizational commitment and personnel performance. This has practical consequences for business management in terms of building more effective human resource management methods and meeting organizational goals.

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