
The Effect of Corporate Culture and Employee Commitment and Transformational Leadership on Employee Performance at PT. Swabina Gatra (Cement Indonesia Group)

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ABSTRACT

Purpose: Knowing and analyzing the effect of Corporate Culture on Employee Performance, Employee Commitment on Employee Performance, and Transformational Leadership on Employee Performance, data collection techniques using questionnaire filling with quantitative methodology distributed to a sample population of 110 people and processed using the Amos version 26 application and for the results of the study indicate that there is a significant effect of Corporate Culture on Employee Performance, as well as Employee Commitment on Employee Performance, and also Transformational Leadership on Employee Performance.

Design/ Methodology/ Approach: Quantitative Approach

Findings: aspects that affect employee performance

Research limitations/ implications: Implementation during working hours and in-house repairs

Practical Implications: Culture, commitment, and transformational leadership affect employee performance

Originality/ value: there is an influence on employee performance from the variables used

Paper Type: Research Paper

Keyword: *Corporate Culture, Employee Commitment, Transformational Leadership, Employee Performance*

Received : January 10th

Revised : April 18th

Published : May 31th

I. INTRODUCTION

In today's world there is only one successful basis for competitive advantage for companies and that is how to manage the Human Resource factors of the company. Proper HR management can meet the needs of employees in several ways in line with the durability of the company, the expansion and improvement of their profitability, the company provides job security, and more career opportunities and high wages (Schuler and Jackson, 1997).

Existing human resources will develop their personal capabilities. They have a perspective of work not as a source of income but a place to provide something meaningful to the company and view work as an opportunity to develop themselves and their careers (Atmosoeperto, 2001).

One of the factors in managing HR management by paying attention to employee performance. performance that focuses on the overall result or level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as work results standards, targets or goals, or criteria that have been determined in advance and have been agreed upon (Kaswan, 2012). The company incorporated in Semen Indonesia Group (SIG), Tbk illustrates the problem of lack of performance is PT Swabina Gatra. The lack of performance of employees at PT Swabina Gatra has an impact on not achieving maximum target achievement.

The problem of lack of performance in PT Swabina Gatra employees can be seen from the fact that there are still employees who do not carry out procedures, make repeated mistakes, and low achievement of work targets. Indications of the lack of performance of PT Swabina Gatra employees were shown during 1 (one) observation. Organizational culture is a philosophy based on a view of life as values that become traits, habits and driving forces, cultured in the life of a group of people or organizations, then reflected in attitudes into behavior (Supriyadi and Triguno, 2001).

Generally, philosophically, it can function as a demand that binds employees because it can be formulated formally in the number of company rules and regulations. The standardization of corporate culture, being a reference to the provisions or regulations that apply, the leaders and employees will not be exclusively bound as a result can produce behavior that reflects the vision and mission to the company's tactics.

The corporate culture viewed by employees of PT Swabina Gatra has a major factor in improving performance. The corporate culture viewed by PT Swabina Gatra employees will shape employees to interpret the proper management of work and other activities that show important things including work attitudes, leadership, management, and achievements. This situation is able to increase the understanding of performance goals caused by PT Swabina Gatra employees in working can lead to organizational and work unit goals.

Employee commitment is a sense of identification, involvement and loyalty expressed by an employee to his organization (Soonhee Kim, 2002), and employees will contribute to completing the work assigned by the company with more quality and efficiency in the work environment will increase because employees feel part of a very close relationship that adds value to all company activities (Halimsetiono, 2014).

The managerial or leadership level at PT Swabina Gatra basically illustrates good commitment. The phenomenon of employee commitment is the result of various changes that occur. employee work behavior that is undergoing rapid change is employee commitment to the organization where they work. For employees, technological advances and globalization issues encourage organizations to change the way the organization is managed, and indirectly this condition will have an impact on employee behavior for work as well as the organization that employs them.

The scope of organizational change, whether planned or not, the most important aspect is individual change. This change in the individual is not practical, but must go through a process. The leader means the example of the organization, so change must start from the top level (leader). Transformational leadership increases follower motivation and performance more than transactional. This leadership function reflects that followers feel trust, admiration, loyalty and respect for the leader and are motivated to do more than what is required of them (Yukl, Gary, 2010).

The transformational leader at PT Swabina Gatra devotes attention to the matters and development needs of each follower's origin. Transformational leaders renew followers' enlightenment of obstacles by helping them look at old cases using a new approach, and enlighten followers to spend extra effort to achieve goals. Employees of PT Swabina Gatra will improve performance as a form of self-appreciation for the target from the leader because they see the leader encouraging and explaining how to achieve the target work goals.

Partially, corporate culture has a positive and significant effect on performance and transformational leadership has an influence on the performance of employees (Ahmad Rivai, 2020). This is in line with what is explained by research conducted (Kardinah I. M. and Cahyadi H., 2019) proving that organizational culture is an important factor that can explain variations in employee performance, which means that strong ties can lead to employee motivation to improve employee performance in completing work to the maximum.

The employee commitment side of previous research conducted by (Tri Joko, 2019) explains that employee commitment has a positive and significant effect on performance, in detail explaining that the more consistent employee commitment will improve employee performance. This is also supported by research conducted by (Kenly R. and Jantje L., 2014) that employee commitment partially has a significant effect on employee performance.

Furthermore, the effect of transformational leadership on performance takes source data based on previous research conducted by (Ahmad Prayudi, 2020) explaining that transformational leadership style has an indirect effect on employee performance through performance motivation. Contrary to the results of research conducted (Eko Yudhi S., 2015) said that the effect of transformational leadership style has no significant effect on employee performance. this is due to other influences that can affect employee performance such as salary and corporate culture.

Based on these events, there is a relationship between the lack of work relatedness of PT Swabina Gatra employees. The pre-survey resume and previous research and the gap between previous research on the influence of corporate culture, employee commitment, and transformational leadership on performance, became the basis for conducting research related to performance on PT Swabina Gatra employees.

II. METHODS

This study uses a quantitative research approach, namely as an approach in research based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis with quantitative / statistical, with the aim of testing predetermined hypotheses (Sugiyono, 2010). The data collection method used in this study was a questionnaire and the population used was employees of PT

Swabina Gatra (Semen Indonesia Group). The use of a sample of 110 respondents using the sampling technique is Random Sampling. According to Sugiyono, (2013) random sampling is sampling that is functioned when the population has a composition of groups / elements that are generally not homogeneous and do not have proportional levels.

III. RESULTS AND DISCUSSION

A. Results

In this study, the normality test was carried out to determine whether the information / data used in this study had a normal distribution or vice versa. In this study using a Q-Q Plot (Quantile-Quantile Plot) or quantile-quantile plot that illustrates reasonable assumptions and the distribution of these teritis comes from the same distribution. The following is an illustration of the normality test for performance, normality test for culture, normality test for commitment, and normality test for leadership can be seen in the figure below:

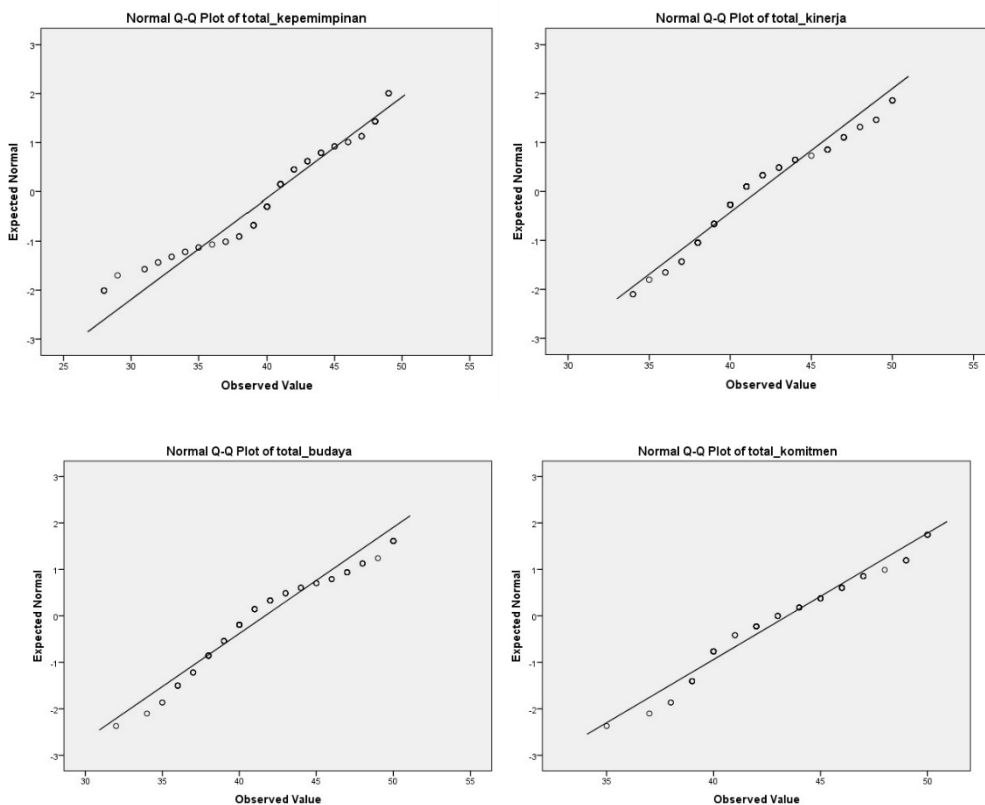


Figure 1 Normality Test Results

Judging from the graph above, the quantiles of the empirical data and the quantiles of the theoretical distribution come from the same distribution so that the graph obtained forms a straight line. The image forms a straight diagonal line and the points spread around the diagonal line and follow the direction of the diagonal line. It can be said that the residuals are normally distributed.

B. Discussion

The regression equation can be seen from the coefficient values in the following table:

Tabel 1 Koefisien Regresi

<i>Variabel</i>	<i>Koefisien</i>	<i>Standardized Coefficients Beta</i>	<i>t hitung</i>	<i>Sig.</i>	<i>Description</i>
<i>Konstanta</i>	<i>4.835</i>		<i>1.815</i>	<i>0.072</i>	
<i>Culture (X1)</i>	<i>0.494</i>	<i>0.537</i>	<i>6.702</i>	<i>0.000</i>	<i>There is a positive effect</i>
<i>commitment (X2)</i>	<i>0.269</i>	<i>0.250</i>	<i>2.894</i>	<i>0.005</i>	<i>There is a positive effect</i>
<i>Leadership (X3)</i>	<i>0.112</i>	<i>0.137</i>	<i>1.996</i>	<i>0.049</i>	<i>There is a positive effect</i>
R	= 0.820				
R Square	= 0.673				
Adjusted R	= 0.664				
Sig	= 2.292				

From calculations using a computer program using SPSS (Statistical Program For Social Schedule) Versi 23 found:

a = 4,835

b1 = 0,494

b2 = 0,269

b3 = 0,112

In table 3 the regression test results above illustrate the relationship between variables about the regression equation obtained from the analysis results are:

Employee Performance (Y) = 4.835 + 0.494X1 + 0.269X2 + 0.112X3

The equation above shows that all independent variables (corporate culture, employee commitment and transformational leadership) have positive values so that it can be interpreted that if corporate culture, employee commitment and transformational leadership are increased, it will improve performance, or all independent variables have a direct influence on variable Y (performance).

Testing the effect of independent variables (X) on the dependent variable (Y) can be seen in the following table:

Table 2 t test

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>	<i>Collinearity Statistics</i>	
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>			<i>Tolerance</i>	<i>VIF</i>
<i>1 (Constant)</i>	<i>4.835</i>	<i>2.664</i>		<i>1.815</i>	<i>.072</i>		
<i>Budaya</i>	<i>.494</i>	<i>.074</i>	<i>.537</i>	<i>6.702</i>	<i>.000</i>	<i>.480</i>	<i>2.083</i>
<i>Komitmen</i>	<i>.269</i>	<i>.093</i>	<i>.250</i>	<i>2.894</i>	<i>.005</i>	<i>.414</i>	<i>2.418</i>
<i>Kepemimpinan</i>	<i>.112</i>	<i>.056</i>	<i>.137</i>	<i>1.996</i>	<i>.049</i>	<i>.653</i>	<i>1.532</i>

The table above explains the results of the t test showing the effect of each variable, namely corporate culture, employee commitment, and transformational leadership on employee performance with the results of comparison to the sig value as follows:

1. Corporate Culture Variable
The value of $t = 6.702 > sig \text{ value} = 0.000$ which means that the corporate culture variable affects employee performance.
2. Employee Commitment Variable
The value of $t = 2.894 > sig \text{ value} = 0.005$, which means that the employee commitment variable affects employee performance.
3. Transformational Leadership Variable
The value of $t = 1.996 > sig \text{ value} = 0.049$ which means that the transformational leadership variable has an effect on employee performance.

The discussion of the 3 variables above can be concluded that all variables, namely corporate culture, employee commitment, and transformational leadership, have a significant value, so they can be used to measure the value of employee performance levels.

By looking at the R-Square, it can be seen how the actual contribution value of the three independent variables to the dependent variable:

Table 3 R-Square values

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>	<i>Durbin-Watson</i>
<i>1</i>	<i>.820a</i>	<i>.673</i>	<i>.664</i>	<i>2.292</i>	<i>2.096</i>

The table above explains that the magnitude of the correlation or relationship value (R) is 0.820. From this output, the coefficient of determination (R Square) of 0.673 is obtained, which means that the effect of the independent variable on the related / dependent variable is 67.3% and the remaining 32.7% is influenced by other variables outside the study.

IV. CONCLUSION

The conclusion of this study after the process of data collection, data processing and analysis that tests the four hypotheses and is proposed in the previous discussion, the conclusion of the study is that there is a reference in the research has gone through a valid and reliable process. After carrying out the regression test process on the variables used to be able to see and it is known that all variables, namely corporate culture, employee commitment and transformational leadership, have a positive influence on employee performance at PT Swabina Gatra (Semen Indonesia Group).

Research on the effect of corporate culture, employee commitment, and transformational leadership on employee performance provides the following recommendations or suggestions:

- a. Regarding improving employee performance, companies are required to be able to have a healthy organizational culture and have commitment to every employee at the top to bottom level.
- b. Another important factor that influences employee performance is the pattern and wisdom of the leadership level, because the form of motivation, work culture, and the way the leadership level works will be an example to the employees below.

Other researchers are expected to be able to provide other differentiating factors that influence variables such as work environment, employee experience and employee satisfaction and others. So that increasing employee performance will help the company achieve company goals and benefit other researchers.

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