

The Effect of Transformational Leadership and Organizational Culture on Employee Performance with Work Environment as Mediation Variable (Study at PT Japura Inti Pangan)

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ABSTRACT

Employee performance is a result of effort, perception and task ability given to achieve organizational success with the level and mastery of skills possessed by subordinates with the responsibilities given. There are several factors that affect the level of performance of an employee including transformational leadership, organizational culture, and work environment. The approach used is quantitative with the data collection method using a questionnaire. In this study the population was all employees of the marketing division of PT Japura Inti Pangan with a saturated sampling technique of 45 employees. The analysis technique used is Path Analysis through SmartPLS version 4 software. The measurements used include outer model measurements, mediation tests and inner models. The field findings show that Transformational Leadership significant effect on the work environment with a coefficient value of 1,195 pvalue 0.000. Organizational culture has no significant effect on the work environment with a coefficient of -0.382 p-value 0.000. The work environment has a significant effect on employee performance with a p-value of 0.003 for a coefficient of 0.601. Environment work is able to mediate between the influence of transformational leadership on employee performance. While the work environment has not been able to mediate between the influence of organizational culture on employee performance.

Keywords: Transformational Leadership, Organizational Culture, Work Environment, Employee Performance.

INTRODUCTION

Human resource management (MSDM) according to Hasibuan (2007:10) is science and art that is managed for the workforce in a way that contributes effectively and efficiently to achieving organizational goals. Human resource management (HRM) has been formed long ago since the founding of the organization. Every organization always has resources without exception, without human resource management an organization will not run efficiently. To produce an item of sophisticated technological equipment will be meaningless if it is not accompanied by the intervention of human resources.

There are many ways that companies or organizations can do to improve employee performance, one of which is leadership. Leadership in the organization is very important to achieve organizational goals. A person's leadership in a company is one of the factors that determine the steps of a company. In the book *The Art of Leadership*, Ordway Tead states that leadership is an activity of influencing people so that they want to work together to achieve the desired goals (Kartono, 2011:57). The ways and patterns of leader behavior are interpreted by subordinates as a leadership style. Thoha also conveyed leadership as an activity to influence people so that they are directed towards achieving organizational goals (Thoha, 2012:59).

Transformational leadership is a leadership process in which leaders develop followers' commitment to various values and various organizational visions (Wuradji, 2008:48).

Transformational leadership refers to leaders who succeed in moving employees beyond self-interest directly through ideal influence (charisma), inspiration, intellectual stimulation, or individual consideration (Salain, 2014:50).

Organizational culture is a system of values, beliefs and habits in an organization that interacts with its formal system structure for organizational behavior norms. According to Chang's research, each person is displayed with various characteristics and styles of behavior. According to Sutrisno (2010: 21) a strong organizational culture supports company goals, whereas a weak or negative one hinders or conflicts with company goals. The work environment is everything that is around the workers which plays an important role and can influence the worker in carrying out the tasks given. (Nitisemo in Nuraini, 2013). The work environment includes working relationships that are formed between fellow employees and working relationships between subordinates and superiors as well as the physical work environment where employees work (Sedarmayanti, 2013).

In addition, employees who have good performance in the company as well is needed for the company because employees who have high performance can increase the company's success. Employee performance is the result of work that has a strong relationship with the organization's strategic goals, satisfaction, and contributes to the company (Armstrong and Baron in Wibowo 2014: 7).

PT. Japura Core Food. Basically a production company that produces Food Additives & Food Coloring. This company uses the application of a transformational leadership style through its leaders who pay attention to, motivate and treat their employees well. With the treatment of leaders like that, sometimes the attitude of their employees belittles them, so that it will result in their work being less than optimal and not disciplined. To anticipate that this does not happen, the organization or company must make standardization of regulations more enhanced and strictly instilled so that employees do not have the opportunity to neglect their obligations as workers who have good performance in order to support the goals of the organization itself.

Literature Review

Human Resources

Human resource management (MSDM) according to Hasibuan (2007:10) is a science and art that is managed for the workforce in a way that contributes effectively and efficiently to achieving organizational goals. Human resource management (HRM) has been formed since the founding of the organization. Every organization always has resources without exception, without human resource management an organization will not run efficiently. To produce an item of sophisticated technological tools will be meaningless if it is not accompanied by the intervention of human resources.

Transformational leadership

Leadership is a process of giving meaning to cooperation, which starts from the leader's desire to achieve goals. Luthans, believes that transformational leadership is a leadership method that uses efforts to change awareness, increase morale, and inspire employees to make additional efforts to achieve organizational goals without feeling pressure or oppression.

Organizational culture

Schein defines organizational culture as a hypothetical basic model that is designed, created, or developed by certain groups. According to Rifdah and Didik, in their journal quoted from Gibson et al, organizational culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectations. According to Mangkunegara, organizational culture is a system of assumptions or beliefs, values, norms developed within an organization that acts as a code of ethics for members to overcome external adaptation and internal integration problems.

Work environment

According to Sedarmayanti, employees can carry out their activities properly and achieve the best results. Environmental conditions are said to be good or appropriate if people can carry out their activities as healthily, safely and comfortably as possible. Sutrisno, the work environment is the infrastructure of all workspaces and employees around the workplace that can affect the way work is done. This work environment includes the workplace and supporting facilities, cleanliness, lighting and calm, as well as local interpersonal relationships.

Employee performance

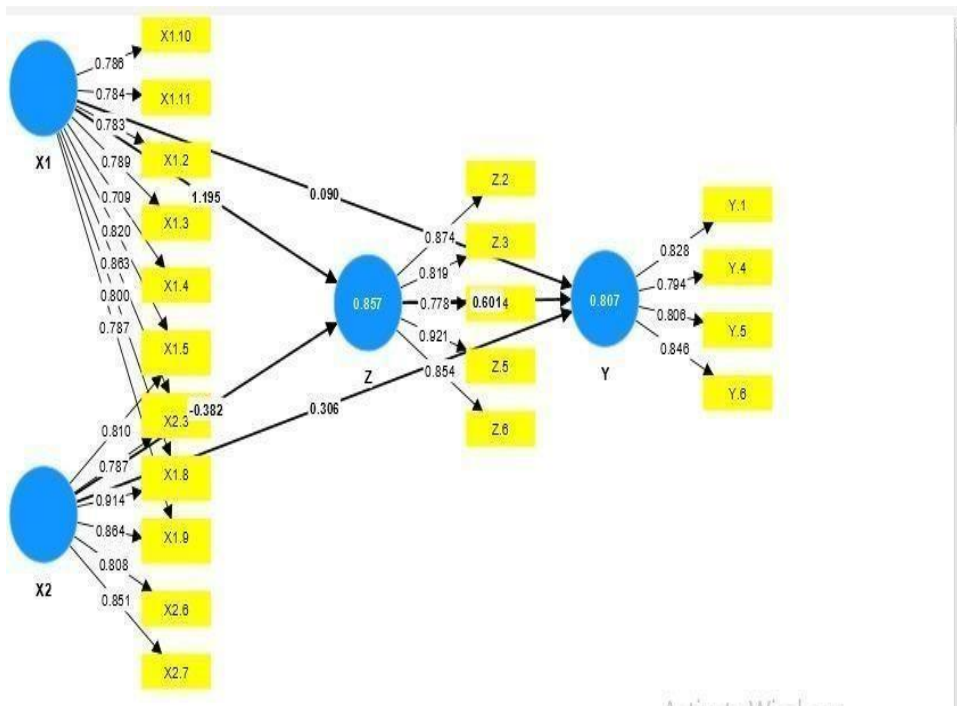
The company can be said to be successful if the performance of human resources seeks to improve employee performance to achieve company goals that have been set. According to Sandy (2015: 11), performance is an achievement that has been achieved by employees in carrying out the work that has been given. Meanwhile, according to Sutrisno (2016: 151) performance or work performance is the result of work that has been achieved by a person based on his work behavior in carrying out activities at work.

METHOD

The type of research used in this study is a quantitative approach, as well as data collection by distributing questionnaires to respondents. The scale technique used is the Likert scale technique designed to test the level of agreement (*degree of agreement*) respondents to a statement. The variables to be examined include Transformational Leadership (X1), Organizational Culture (X2), Work Environment (Z) and Employee Performance (Y) as the dependent variable. The population in this study were employees of the marketing division of PT Japura Inti Pangan. the sample who became respondents in this study were 45 employees of the marketing division of PT Japura Inti Pangan.

RESULT AND DISCUSSION

Results of SEM-PLS Stage Data Processing



Source: Data processed by SmartPLS 4

	X1	X2	Y	Z1
X1.10	0.796			
X1.11	0.784			
X1.12	0.783			
X1.13	0.789			
X1.14	0.709			
X1.15	0.820			
X1.17	0.863			
X1.18	0.800			
X1.19	0.787			
X2.2		0.810		
X2.3		0.787		
X2.4		0.914		
X2.5		0.864		
X2.6		0.808		
X2.7		0.851		
Y.1			0.828	
Y.4			0.794	
Y.5			0.806	
Y.6			0.846	
Z.2				0.874
Z.3				0.819
Z.4				0.778
Z.5				0.921
Z.6				0.854

The results of modifying the loading factor values on the variables of transformational leadership, organizational culture, work environment, and employee performance above have achieved a loading factor value of >0.70. So that all variable constructs do not need to be removed. It can be concluded that the construct meets the criteria of convergent validity and is said to be valid.

AVE test (Average Variance Extracted)

Table 1. AVE value

	<i>Average Variance Extracted</i>	<i>Information</i>
Leadership Transformational (X1)	0.628	Valid
Organizational Culture (X2)	0.706	Valid
Work Environment (Z1)	0.670	Valid
Employee Performance (Y1)	0.724	Valid

From Table 1 it can be seen that the AVE value is more than 0.50 which means that each variable can be said to be good. Therefore all indicators have met the requirements in the convergent validity test.

Cronbach's Alpha

Table 2. Composite Reliability value

Variable	Cronbach's Alpha	Information
Leadership Transformational (X1)	0.926	Reliable
Organizational Culture (X2)	0.917	Reliable
Work Environment (Z1)	0.836	Reliable
Employee Performance (Y1)	0.904	Reliable

In table 2 the Composite Reliability value of all constructs shows a value above 0.70. When the construct being tested has a value above the minimum or 0.70 it is called reliable. It can be concluded that all constructs have good reliability. Thus from the four variables Cronbach alpha and composite reliability both have good reliability and meet the criteria of both tests.

Composite reliability (rho_c)

Table 3. Composite Reliability value

Variable	Composite Reliability (rho_c)	Information
Leadership Transformational (X1)	0.938	Reliable
Culture Organization (X2)	0.935	Reliable
Work Environment (Z1)	0.890	Reliable
Employee Performance (Y1)	0.929	Reliable

In table 3 the Composite Reliability value of all constructs shows a value above 0.70. When the construct being tested has a value above the minimum or 0.70 it is called reliable. It can be concluded that all constructs have good reliability. Thus of the four variables Cronbach alpha and composite reliability both have good reliability and meet the criteria of the two tests.

Total Indirect Effects

Table 4. P Value

	Original sample (O)	sample Means (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values	Ket
X1->Y1	0.718	0.754	0.261	2,752	0.006	Valid
X2->Y1	-0.230	-0.241	0.109	2,110	0.035	No Valid

P-Values must be less than 0.05 and T-Statistics must be greater than 1.96. In table 4. Total Indirect Effects below it can be seen that variable X1 with variable Y1 significantly with a P-Value below 0.05 and a T-Statistic above 1.96 which means the variable is acceptable, while in variable X2 with variable Y1 it is not significant with a P-Value of 0.035 and a T-Statistic value of 1.721 below the specified minimum limit of 1.96.

Discussion

Hypothesis Discussion 1

The path coefficient obtained from the relationship between the transformational leadership variable and the work environment variable (Z1) test results show that between transformational leadership (X1) and (Z1) is influential. with T-statistics of 15,435 above the value of 1.96 and the original sample value of 1,195 which indicates that the direction of the relationship between X1 and Z1 is significant. There is an influence on the relationship between transformational leadership and the work environment. This means the first hypothesis **accepted**. The results of this study are in accordance with research from Vivin Maharani, Eka Afnan Troena & Noermijati (2013) that the higher the transformational leadership, the higher the level of the work environment. At PT Japura Inti Pangan it is proven by the answers of its employees if it can be reflected through the attitudes or responses of employees with the ability of leaders to solve problems, leaders have new ideas that have not been used before and leaders are also able to create creative attitudes and leadership abilities in company development.

Discussion of Hypothesis 2

The path coefficient obtained from the relationship between organizational culture variables (X2) with the work environment (Z1) has no effect. With T-statistics of 3,877. The original sample value is -0.382 which indicates that the direction of the relationship between X2 and Z1 has no effect. There is no influence on the relationship between organizational culture and work environment. This means the second hypothesis **rejected**. Field findings also do not support the findings of Gordon and DiTomaso, that to make a good company must have an adaptive culture with a risk-taking, trusting and risk-taking approach. Proactive (proactive approach). However, in the reality of PT Japura Inti Pangan, existing cultural values are adapted to management practices with a priority scale of evaluation and organizational work results.

Hypothesis Discussion 3

Transformational leadership (X1) has no effect on employee performance (Y1), with T-statistics of 0.328 or less than 1.96. The original sample value is 0.090 which indicates that the direction of the relationship between X1 and Y1 is not significant. This means the third hypothesis **rejected**.

The results of this study are not in line with Lukman Hakim and Kusdiyanto (2010) who state that attention to detail has a significant impact on employee performance. However, this study is in line with the results of research by Rizki Wahyuniardi and Hepystisa Renaldo Nababn (2018) that transformational leadership has no effect on employee performance.

At PT Japura Inti Pangan Leadership Style has a positive effect on employee performance. The leadership given to employees is good, as evidenced by employee job satisfaction by creating employees who are more enthusiastic at work.

Hypothesis Discussion 4

The results of further testing show that organizational culture (X2) and employee performance (Y1) have no effect with the original sample value of 0.306 indicating that the direction of the relationship between X2 and Y1 is not significant. It can be concluded that the hypothesis which states organizational culture has no effect on employee performance in the fourth hypothesis **rejected**.

The results of the hypothesis test contradict the results of research from Rifdah Abadiyah and Didik Purwanto (2016), which states that organizational culture influences employee performance. However, the results of this study are in line with research from Zainul Mohammad (2017) that organizational culture has no effect on employee performance. At PT Japura Inti Pangan the organizational culture is well established, making employees comfortable at work and increasing employee performance. That is, if the organizational culture in the company increases, result in increased employee performance.

Hypothesis Discussion 5

The work environment (Z1) has an effect on employee performance (Y1) with a T-statistics of 3,008 and an original sample value of 0,601 which indicates that the direction between X1 and Z1 is influential. This means the fifth hypothesis **accepted**.

The results of this study are in accordance with research from Bayu Dwilaksono and Corry Yohana (2017) that the work environment has no effect on employee performance. At PT Japura Inti Pangan employees state that the work environment influences employee performance. Supported by a work environment that is comfortable and has adequate facilities at PT Japura Inti Pangan, it is able to improve employee performance.

Hypothesis Discussion 6

The path coefficient obtained from the relationship between the transformational leadership variable and the employee performance variable through the work environment (Z1) has an effect of a value of 2752 with a P-Value above 0.05 and a T-Statistic above 1.96 which means there is an indirect effect which means that the mediating variable in this study plays a role in mediating transformational leadership variables on employee performance through work environment variables. This means the sixth hypothesis **accepted**.

The results of this study are in line with research from Dewi Sandy Trang (2013) that the mediating variables in this study play a role in mediating transformational leadership variables on employee performance through work environment variables.

Hypothesis Discussion 7

On variable X2 with variable Y1 through the work environment has no effect. with employee performance with an original sample value of -0.230 and a T-Statistic value of 2.110 below the specified minimum limit of 1.96. it can be concluded that the mediating variable (work environment) does not play a role in mediating the relationship between organizational culture variables (X2) and employee performance (Y1). This means the seventh hypothesis **rejected**.

The results of this study are in line with research from Tri Widiyanto and Supriyono (2018) that the work environment does not significantly mediate organizational culture with employee performance. If the saturation at work is given appropriate compensation, it will reduce the intention to switch employees.

CONCLUSION

Based on research objectives, results of hypothesis testing, and discussion as described in previous chapters. So it can be concluded as follows: Transformational Leadership Influences the Work Environment. Organizational Culture Has No Effect on the Work Environment. Work Environment Affects Employee Performance. Work Environment Mediates Transformational Leadership on Employee Performance. The Work Environment Is Incapable of Mediating Organizational Culture on Employee Performance.

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