



# Employee performance under organizational culture and transformational leadership: A mediated model

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## ABSTRACT

Among effective management systems, the importance of human resources is increasing. Employee performance is one of the most important factors affecting success. Therefore, human resource management in an organization has become one of the most critical functions of a company. The purpose of this study is to determine the variables that affect employee performance and develop a basic theoretical model and a research model. This study uses an associative descriptive quantitative method with a sample of 152 respondents who are employees of PT PLN Cilegon Managing Unit. Improving employee performance can be done by adjusting and upholding the application of organizational cultural values. To be able to improve employee performance can be done by increasing transformational leadership. Enhancing corporate culture can be done by adjusting and upholding the application of organizational cultural values. To be able to improve employee performance can be done by increasing work motivation. This research is expected to provide a theoretical contribution to the literature in the context of human resource management.

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## 1. INTRODUCTION

Human resources are one of the bases of competitive strength and a significant essential part that can achieve success in competing to achieve goals. Therefore, HR management for companies or industries is necessary for public services (Haryadi, 2022; Ricardianto, 2018). Employees are the main assets of the organization and have a strategic role in the company, among others, as thinkers, planners, and controllers of organizational activities to achieve organizational goals (Haryadi et al., 2021). Organizations must have detailed capabilities and specific competencies to focus on improving their performance. An organization wants to be the best in its organization. Organizations with aspects of medicine (pharmaceuticals), communication technology, banking, electronics, automotive, and various other elements (Saputra & Fermayani, 2019).

Employee performance is one of the essential work attitudes to examine, and organizations often conduct regular surveys related to their performance. High employee performance can increase customer loyalty and trust (Karsikah et al., 2023; Supriyanto

et al., 2020; Yumhi et al., 2023). That way, each employee needs to know precisely what their key responsibilities are, what kind of capabilities they are required to achieve, and be able to correctly measure their markers of success (Asrar-ul-Haq & Kuchinke, 2016; Gunawan et al., 2022; Setyowati et al., 2023). Employee performance is an essential issue for non-profit and for-profit organizations, and employee performance serves as a benchmark in measuring the achievement of an organization or institution. Performance can be simply expressed as the quality of work or the effectiveness and efficiency of a particular program or activity (Anshori et al., 2022; Kissi et al., 2020; Purnamasari et al., 2023). Thus these factors can improve employee performance; among others, organizational culture plays an important role. One of the factors that can improve work performance is implementing an excellent corporate culture. Organizational culture can influence the attitudes and behavior of their individuals, and it can cause individuals to understand the organization's fundamental values and be more involved in it. Previous research has attempted to find the aspects necessary to improve innovation and organizational performance (Rahmatullah et al., 2022; Zeb et al., 2021). Corporate culture plays an essential role in enhancing the effectiveness of an organization's performance. For organizations, culture is a benchmark for achieving organizational success while building commitment to realize the vision, win the hearts of customers, win the competition, and make the company's strength. For individuals the culture encourages individuals to have a sense of trust in the organization and be more productive. Organizational goals can be achieved if they have competent individuals who have good skills so they can excel in the competition (Haryadi et al., 2022; Rohman et al., 2021). Organizational culture is fundamental; even if the organization has a strong culture, where all members carry out its cultural values, then the organization can create a competitive advantage (Rahmatullah et al., 2022; Rohman et al., 2021).

Good leadership is one of the efforts to improve employee abilities, and organizations need someone to support their organization in achieving their goals (Abouraia & Othman, 2017). Transformational leadership is a leadership approach that aims to change understanding, generate enthusiasm and inspire members or groups to produce extra efforts to achieve group goals without feeling pressured or crushed (Prabowo et al., 2018; Tania et al., 2021). Transformational leaders motivate subordinates to do more than what is expected by increasing the meaning, as well as the value of work in the eyes of associates, by encouraging subordinates to risk their own needs for the needs of the team, group, or greater wisdom and by increasing the level of our desires to a more significant phase such as self-actualization (Mulyadi et al., 2023; Priarso et al., 2019; Wahyudi et al., 2022).

Every human has a fundamental reason for doing a particular type of work. Why are there people who are very active in doing work? Then some do work typically, and those who are lazy work. Of course, this has fundamental reasons that encourage someone to be willing to do work. This is because of motivation (Agusra et al., 2021). The leading role of motivation is to be customized, as the agenda is meant to address the needs and requirements of the employees (Meijerink *et al.*, 2021). Work motivation does not only inspire creative performance but also shows workers how much the organization cares. (Putri & Frianto, 2019). The most potent effect of stimulation is better results or performance. Therefore, if employee motivation can be improved, efficiency is bound to occur, and there is no decrease in alignment (Putri & Frianto, 2019). Employee motivation promotes workplace harmony, and employee performance therefore improves. Motivated workers will retain staff and company loyalty, breeding business growth and progress (Fauzi & Anam, 2019).

PT PLN (Persero) Cilegon Transmission Implementation Unit must be highly committed to focusing on the work given by the company and carrying out all the regulations set by the company. As shown, there has been a decrease in employee performance appraisal results from most of the existing fields. This can be seen from the

ULTG field, which obtained a performance assessment of 90% in 2020, down five digits to 85% in 2020; the PDKB field, which in 2020 was able to achieve a performance assessment of 86% down to 82% in 2021, and the construction field which was recorded with 89% assessment results in 2020 to 87% in 2021. As for the planning sector and the finance & adm sector, it appears that there has been an increase in performance assessment in 2020-2021. It is known that it is true that most of them have decreased the achievement of performance results from the main tasks of each sector. In the ULTG field, it can be seen that the main functions of managing the requirements for Operating Certificates (SLO) and managing repairs and overcoming disturbances have decreased the achievement of results from 2020 to 2021, which shows a decrease in employee performance in managing SLO requirements and managing disruptions that can have an impact on PLN customer dissatisfaction. In the PDKB section, it can be seen that the main task of analyzing the implementation of work and the results of maintenance work on network installation equipment and substations so that the performance of maintenance according to procedures has experienced a rapid assessment of work results from 88% in 2020 to 83% in 2021, which shows that there are severe problems in the implementation of substation maintenance according to the procedures applicable in the company. The overall total achievement in 2020 was 88%, while in 2021, the achievement decreased to 86.4%. Various things, such as weather conditions and damage to the primary substation system at the PLTU, can cause this. Meanwhile, in the construction section, it can be seen that there are only two main tasks, namely coordination of transmission system development control and contract administration, which have decreased work results. These results show that employees of PT PLN (Persero) Cilegon Transmission Implementation Unit have many obstacles in carrying out transmission system development and contract administration.

The purpose of this study was to determine the variables that affect employee performance and develop a basic theoretical model and a research model to fill the research gap regarding the influence of organizational culture and leadership style on employee performance in detail.

## 2. RESEARCH METHOD

In this research, the method used by the author is descriptive quantitative research with a causal approach. The causal process is that the investigation will look for descriptions in the form of relationships, effects, impacts, and causal effects (cause-and-effect) of various concepts or as factors or, in some ways, designed in management science. The population in this study were employees at PT PLN (Persero) Cilegon Transmission Implementation Unit, totaling 202 people. The sample in this study were employees at PT PLN (Persero) Cilegon Transmission Implementation Unit, totaling 152 people. The sampling technique used is proportionate stratified random sampling, which means the selection is stratified based on the section unit. The data collection technique used in this study used a questionnaire with a scale of 1 - 10 using the agree-disagree scale method. One hundred fifty-two questionnaires have been obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS version 26 assistance program, then to find the influence between variables using inferential analysis with the SmartPLS version 4.0 assistance program through the outer model test, which includes validity test and reliability calculation test then by looking at the square root value of each variable. Then proceed with the inner model test by looking at the R<sup>2</sup> (R Square) value. To find the direct and indirect effects between variables using the bootstrapping test by looking at the immediate and indirect effects.

In this study, the authors formulate the following hypothesis: H1: Organizational culture has a significant effect on employee performance H2: Transformational leadership is having a substantial impact on employee performance,

H3: Organizational culture considerable impact on work motivation, H4: Transformational leadership has an considerable effect on work motivation, H5: Work motivation has a significant impact on employee performance

### 3. RESULTS AND DISCUSSIONS

Before carrying out the assumption test, it is necessary to test the validity to show how positively an instrument method or way of measuring something is designed. In this research, validity trials are tried by looking at convergent and discriminant validity numbers. Furthermore, the results of the validity trial can be observed in the following sketch:

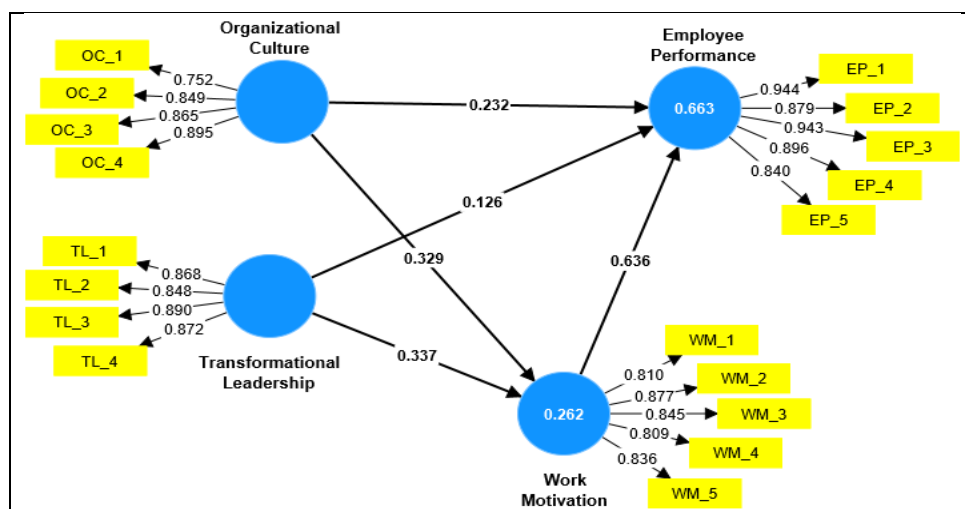


Figure 1. Outer Model Research  
Source: Results of research data processing 2023

Figure 1 shows that all the elasticities of each indicator have a value greater than 0.70, which automatically meets the standard of validity of the data. Opinion (Ghozali & Latan., 2015: 74) Indicators are claimed to be confirmed if each indicator has an outer loading number greater than 0.70. Not only looking the number of extreme loading but convergent validity can also be observed from the number (AVE), which must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this form, the average number of extracted variance for each variable is located above 0.50 as shown in the following figure:

Table 1. Outer model and inner model

Variable/Indicator	Loading Factor				Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	OC	TL	WM				
Employee Performance					0,942	0,956	0,812	0.663
EP_1	0,944							
EP_2	0,879							
EP_3	0,943							
EP_4	0,896							
EP_5	0,840							
Organizational Culture					0,864	0,907	0,709	
OC_1		0,752						
OC_2		0,849						
OC_3		0,865						
OC_4		0,895						
Transformational Leadership					0,893	0,925	0,756	
TL_1			0,868					
TL_2			0,848					

Variable/Indicator	Loading Factor				Cronbach Alpha	Composite Reliability	AVE	R-square
	EP	OC	TL	WM				
TL_3			0,890					
TL_4			0,872					
Work Motivation					0,892	0,921	0,699	0.262
WM_1				0,810				
WM_2				0,877				
WM_3				0,845				
WM_4				0,809				
WM_5				0,836				

Source: Results of research data processing 2023

Table 1 shows that each variable has a value from reliability testing showing the importance of Cronbach's Alpha Composite Reliability on all variables; there are points above 0.70. Thus the conclusion is that all variables are reliable or fulfill the reliability test, then the Average Variance Extracted (AVE) value > 0.50 so that construct reliability & validity are fulfilled. The following hypothesis testing can be seen in Table 2 below.

Table 2 Hypothesis Tests with Bootstrapping

Hypothesis	Variable	Path Coefficient Direct Effect		T Statistic	P Values
		Original Sample			
H1	Organizational Culture → Employee Performance	0,232		4,085	0,000
H2	Transformational Leadership → Employee Performance	0,126		2,514	0,012
H3	Organizational Culture → Work Motivation	0,329		4,522	0,000
H4	Transformational Leadership → Work Motivation	0,337		4,076	0,000
H5	Work Motivation → Employee Performance	0,636		11,738	0,000

Source: Results of research data processing 2023

Table 2 is the result of the Bootstrapping test with SmartPLS 4.0 can be explained in the discussion below: The first finding from Table 2 shows from the statistical value that organizational culture has a significant effect on employee performance. The higher the employees apply an excellent corporate culture, the higher the employee performance. Organizational culture is a system of shared meanings adopted by members that distinguish the organization from other organizations (Lembang et al., 2015). Corporate culture is a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to cope with or overcome its problems arising from external adaptation and internal integration that has gone well enough, so it needs to be taught to new members as the correct way to understand, think and feel regarding these problems (Mulyana, 2021). This research aligns with previous research (Lompoliuw et al., 2021; Kesek et al., 2021; Rizal et al., 2021).

The second finding in this study shows a significant effect of transformational leadership on employee performance. The higher the effectiveness of transformational leadership, the higher employee performance. The transformational leader is a proactive leader who acts as an agent of change, mobilizing followers of understanding by passing their collective needs and supporting them to achieve practical goals (Islam et al., 2020). Transformational leadership provides the basis for long-period team turnover, which, in turn, will share a meaningful basis for achieving the larger goals of the group system (Jain et al., 2019). The author builds a hypothesis in the previous chapter stating that transformational leadership positively and significantly affects performance. This research aligns with previous research conducted by (Zeb. A et al., 2018; Ma & Jiang, 2018; Kalsoom et al., 2018), The better the transformational leadership style, the higher the employee performance.

The third finding in this study shows that organizational culture has a significant effect on work motivation. Corporate culture is a pattern of basic assumptions discovered, created, or developed by a particular group with the intention that the organization learns to overcome or overcome its problems arising from external adaptation and internal integration that has gone well enough. Hence, it needs to be taught to new members as the right way to understand, think and feel regarding these problems. A group of organizations themselves form organizational culture to overcome future challenges (Insan & Masmarulan, 2021). This research is in line and supports previous research conducted by (Ellys & Ie, 2020; Oupen & Yudana, 2020; Siwi, Tewal, & Trang, 2020) yang menyatakan bahwa budaya organisasi berpengaruh positif yang signifikan towards organizational culture. From this finding, it can be interpreted that the more appropriate the application of corporate culture values, the more work motivation increases.

The fourth finding in this study shows that transformational leadership significantly influences work motivation. The higher the effectiveness of transformational leadership, the higher the employee performance. Transformational leadership centers on supporting followers to achieve more incredible abilities by being an excellent role model (perfect impact), communicating what will be the achievements of an organization and the goals of the organization, inspirational encouragement, raising intellect and rationality, intellectual excitation, and sharing individual concerns, individual estimation (Kim & Park, 2019). This research is in line with previous research conducted by (Hadian, 2018; Pariesti, 2021; Saputro, 2021) which states that transformational leadership significantly positively affects work motivation. The more effective the transformational leadership style, the more work motivation increases.

The fifth finding in this study shows that work motivation significantly affects employee performance. The higher the employee's work motivation, the higher the employee's performance. Work motivation is significant because agencies want individuals who have high organizational commitment so that the institution can survive and improve the services and products it produces (Lv, Wu, & Shouse, 2022). Work motivation can be observed as the extent to which an individual adopts the values and goals of the agency/institution and recognizes them in fulfilling their job responsibilities. Work motivation is a personal action of employees who think about worker loyalty always to maintain the expertise of the agency/institution and welcome the values and goals of the agency/institution (Linggiallo *et al.*, 2021). The author builds a hypothesis in the previous chapter that works motivation significantly affects employee performance. This research is in line with the results of prior studies conducted by (Amri *et al.*, 2021; Astuti & Soliha, 2021; Bagis *et al.*, 2021; Donkor *et al.*, 2021; Jufrizen *et al.*, 2021).

For the indirect effect in this study, the statistical results show that work motivation can mediate the impact of organizational culture on employee performance. This indirect effect offers partial mediation. For the second mediation, work motivation can judge the impact of transformational leadership on employee performance. This second mediation shows partial mediation.

#### 4. CONCLUSION

Among effective management systems, the importance of human resources is increasing. Employee performance is one of the most important factors that influence success. Therefore, human resource management in an organization has become one of the most important functions of a company. 1. Organizational culture has a significant effect on employee performance. To be able to improve employee performance can be done by upholding the application of organizational cultural values. 2. The transformation process has a significant effect on employee performance. To be able to improve employee performance can be done by increasing transformational leadership. 3. Organizational

culture has a significant effect on work motivation. To be able to increase work motivation can be done by upholding the application of organizational cultural values. 4. The transformational process has a significant effect on work motivation. To be able to increase work motivation can be done by increasing transformational leadership. Work motivation has a significant effect on employee performance. To be able to improve employee performance can be done by increasing work motivation. This research is expected to provide a theoretical contribution to the literature in this context. This study only took samples based on indicators for future research, all populations were drawn as samples, then for future research it was necessary to add variables such as organizational commitment, job satisfaction and organizational citizenship behavior and other variables so that what factors could reduce or reduce performance.

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