

The Influence Of Leadership And Organizational Culture On Performance PT Employees. Mars Luwu, District. Ma'am Ponrang, Noling Village

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Abstract

This research aims to determine the influence of transformational leadership and organizational culture on employee performance at PT. Mars Luwu Ke, Bua Ponrang, Noling Village. The number of samples used in this research was 50 people. This research method uses quantitative research methods, multiple regression analysis, with data collection techniques through questionnaires distributed to respondents. The population used in this research were employees of PT. Mars Luwu Ke, Bua Ponrang, Noling Village, then the data collected was analyzed using IBM SPSS 26. The significant value of transformational leadership was 0.003, this value is below 0.05, which means that transformational leadership has a significant influence on employee performance. Thus, H1 which states that transformational leadership has a significant positive effect on employee performance is accepted. The significant value of organizational culture is 0.000, this value is below 0.05, which means that organizational culture has a significant effect on employee performance. Thus, H2 which states that organizational culture has a significant positive effect on employee performance is accepted. Simultaneously, transformational leadership and organizational culture affect employee performance at PT. Mars Luwu Ke, Bua Ponrang, Noling Village.

Keywords: Transformational Leadership; Organizational Culture; Employee Performance

1. Introduction

In this industrial era 4.0, increasingly rapid developments result in companies continuing to grow, so that competition between companies cannot be avoided. Seeing the tight competitive climate, companies are required to continue to improve themselves by maximally developing company resources. Companies are required to be able to face challenges originating from outside and within the company, so that the company is able to maintain its survival [1].

In carrying out their work, employees produce something called performance. Performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets or criteria that have been determined in advance and mutually agreed upon. Performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization in question legally, without violating the law and in accordance with norms and ethics [2].

In this era of globalization, every company operating in all fields is competing to improve its performance in serving and producing in the service sector or in the production sector. Rapid

technological advances and the increasingly rapid development of the Indonesian economic sector mean that every company must adapt well. Good resources will help the company in the survival of the company. The potential and quality of good and quality human resources have the power to organize an organization or company to become a leading company and have high quality competitiveness. Leaders in companies or organizations have an important role in the results that will be obtained from every policy and decision made [3].

Transformational leadership is the ability of a leader to influence his subordinates, so that they trust, emulate and respect him. This transformational leadership will have an influence on employee performance. Transformational leadership is a type of leader that provides inspiration and support to employees to develop further in order to achieve organizational goals. Transformational leadership as an efficient and ideal way to lead a workforce. According to. In line with this, this research uses the transformational leadership variable with the aim of seeing the influence provided by the application of transformational leadership [4].

Problems that often arise in an organization and are required by its members to go through and resolve them, complex problems often occur in organizations which ultimately indirectly require a leader to make a decision. Organizations are basically used as a place or forum where everyone gathers, works together rationally and systematically, is planned, organised, guided and controlled. One of the efforts to encourage employees to achieve optimal work results is by having good competencies. To get a good leader. To get good leaders now and in the future, there needs to be quality leadership so that it can produce leaders who are able to take responsibility for what they lead. Leadership has a very important role in organizational or group life [5].

Organizational culture and transformational leadership can be linked to organizational effectiveness. Research examining the relationship between culture and performance has studied that cultural orientation influences performance. The concept of transformational leadership put forward by Bass states that the quality of transformational leadership is able to increase performance beyond targets in achieving organizational goals. Research has explained that there is a relationship between transformational leadership attributes and organizational performance [6].

Important factors that greatly influence the success or failure of a transformation are leadership, company culture, business strategy, human resources and supporting external factors. The key factor that determines the course of transformation is leadership, because leaders determine both business strategy, execution, company culture, organizational management and organizational commitment in achieving the expected performance. Transformation is successful if it is also supported by organizational commitment in the company. According to [7] there are 2 (two) factors that are used to assess employee performance, the first, Job Description, namely an assessment that is adjusted to the tasks occupied by the employee, meaning that the indicators in this assessment must focus on the direction of the work. can be measured qualitatively and quantitatively and can be achieved with the employee's abilities,

this assessment also has a work time target. Second, Individual Competency, which is a combination of knowledge, skills and attitudes.

Based on initial research at the research site, it was found that there was a tendency for employee performance to decline, this can be seen from the low desire of employees to complete work on time, so that employees tend to be late in reporting work results to their leaders. The problem related to transformational leadership is that we still find leaders who are less willing to listen attentively to subordinates' input and specifically pay less attention to subordinates' needs [8] [9].

Several previous studies have conducted research which states that transformational leadership and organizational culture have an influence on employee performance. Research on transformational leadership and organizational culture on employee performance has been previously researched by [10], [11], [12], who stated that transformational leadership and organizational culture have a significant and influential effect on employee performance.

Based on the background and problem formulation, the aim of this research is to find out whether transformational leadership and organizational culture simultaneously influence the performance of employees of PT. Mars Luwu Kec. Bua Ponrang, Noling Village.

2. Methodology

This form of research uses a quantitative approach, the data analysis technique used in this research is multiple regression analysis using data processing using SPSS software.

The research was conducted in Luwu, Bua Ponrang sub-district, Noling sub-district, precisely at PT. Mars Luwu

The type of data used in this research is primary data, namely information obtained directly from sources or research objects. Sources of information are the results of observations at PT. Mars Luwu. To collect data and distribute questionnaires to employees who are the objects of this research. Apart from primary data, secondary data is also used, which is data that has been published or used by other parties. Secondary data can be various information from the results of previous research and literature that is considered relevant to support this research. Information and documents from previous studies that can be used as references in this research.

The data collection technique used was an online questionnaire, namely in the form of a Google form. The population of this research is all employees of PT. Mars Luwu, District. Bua Ponrang, Noling Village, numbering 50 employees. In this study, due to the small population, the sample in this study used the entire existing population, namely 50 PT employees. Mars Luwu, District. Bua Ponrang, Noling Village. According to [13] saturated sampling is a sampling technique when all members of the population are used as samples.

In quantitative research, quantitative data analysis techniques are an activity after data from all respondents or other data sources have all been collected. Data analysis is the process of processing data after it has been collected. Choosing the right data processing method will provide accurate results. By looking at the theoretical framework, the data analysis technique

used in this research is regression analysis with the help of IBM SPSS Statistics, as a descriptive statistics tool. Descriptive statistical analysis is statistics that are used to analyze data by describing data that is or has been collected as it is without the intention of generalizing.

3. Research Results and Discussion

Table 1. Validity Test Results

Variable	Items	N	Significant	r-calculate	r-table	Information
Transformational leadership (X1)	X1.1	50	0.000	0.966	0.2787	Valid
	X1.2	50	0.000	0.936	0.2787	Valid
	X1.3	50	0.000	0.951	0.2787	Valid
	X1.4	50	0.000	0.976	0.2787	Valid
	X1.5	50	0.000	0.980	0.2787	Valid
	X1.6	50	0.000	0.953	0.2787	Valid
	X1.7	50	0.000	0.951	0.2787	Valid
	X1.8	50	0.000	0.955	0.2787	Valid
	X1.9	50	0.000	0.888	0.2787	Valid
	X1.10	50	0.000	0.965	0.2787	Valid
Organizational culture (X2)	X2.1	50	0.000	0.905	0.2787	Valid
	X2.2	50	0.000	0.946	0.2787	Valid
	X2.3	50	0.000	0.957	0.2787	Valid
	X2.4	50	0.000	0.971	0.2787	Valid
	X2.5	50	0.000	0.956	0.2787	Valid
	X2.6	50	0.000	0.959	0.2787	Valid
	X2.7	50	0.000	0.929	0.2787	Valid
	X2.8	50	0.000	0.943	0.2787	Valid
	X2.9	50	0.000	0.938	0.2787	Valid
	X2.10	50	0.000	0.935	0.2787	Valid
Employee performance (Y)	Y.1	50	0.000	0.946	0.2787	Valid
	Y.2	50	0.000	0.963	0.2787	Valid
	Y.3	50	0.000	0.947	0.2787	Valid
	Y.4	50	0.000	0.949	0.2787	Valid
	Y.5	50	0.000	0.967	0.2787	Valid
	Y.6	50	0.000	0.956	0.2787	Valid
	Y.7	50	0.000	0.961	0.2787	Valid
	Y.8	50	0.000	0.849	0.2787	Valid
	Y.9	50	0.000	0.956	0.2787	Valid
	Y.10	50	0.000	0.946	0.2787	Valid

From table 1, it shows that each indicator used in this research to assess the variables Transformational Leadership, Organizational Culture and Employee Performance has a significance level of less than 0.05 or 5%. This shows that all statements in the indicators for each variable in this study are considered valid so they are suitable for use as data collectors and material for further analysis.

According to Al-Ghazali (2013: 87), a validity test is a test that in a study is used to measure whether a research instrument in the form of questionnaire items is valid or not. The items in this questionnaire are declared valid if the statement items in the questionnaire are able to express something that will be measured in the research through the instrument. The validity test in this research was using SPSS.

According to Sugiyono (2017: 67), a reliability test is a test that researchers in research use to obtain reliable questionnaire items, and if repeated measurements produce the same data (consistency).

Table 2. Questionnaire Reliability Test Results

Variable	Cronbach's Alpha	r-table	Information
Transformational leadership	0.988	0.2787	Reliable
Organizational culture	0.986	0.2787	Reliable
Employee performance	0.987	0.2787	Reliable

From table 2, it shows that each variable included in the research has an Alpha value that is higher than the r-table value, namely 0.2787. This shows that all research variables are reliable. Making all question items reliable and trustworthy so that they are suitable for use in further research.

(Sumodiningrat, 2007) The Normality Test is a test carried out with the aim of assessing the distribution of data in a group of data or variables, whether the data distribution is normally distributed or not. As a basis for decision making in the Kolmogorov-Smirnov normality test, namely if the significance value is greater than 0.05 then the research data is normally

distributed. Conversely, if the significance value is smaller than 0.05 then the research data is not normally distributed.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.90045956
Most Extreme Differences	Absolute	.215
	Positive	.145
	Negative	-.215
Test Statistic		.215
Asymp. Sig. (2-tailed)		.200 ^c

Table 3 shows that the data is normally distributed because it has a residual variable value Asymp. Sig. (2-tailed) greater than 0.05 or 5%. So in accordance with the basis for decision making in the Kolmogoriv-Smirnov normality test, it can be concluded that the data is normally distributed.

Multiple Linear Regression Analysis

Table 4. Regression Analysis Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.503	1.047		1.435	.158
Transformational leadership	.219	.071	.227	3.103	.003
Organizational culture	.872	.101	.835	8.645	.000

a. Dependent Variable: Employee Performance

The following are the equation results from the multiple regression test:

Employee Performance = 1,503 + 0.219 x1 + 0.872 x2 The results of the multiple regression test in table 4 above show that: a.) A constant value of 1,503 indicates that employee performance is 1,503 with the assumption that the transformational leadership and organizational culture variables have not changed (constant) . b.) The transformational

leadership coefficient value is 0.219 and is positive, which means that if transformational leadership increases by 1%, employee performance will increase by 0.219. c.) The organizational culture coefficient value is 0.872 and is positive, meaning that if organizational culture increases by 1%, employee performance will increase by 0.872.

3.1 Hypothesis Test Results

According to (Santiyasa, 2016) Statistical Hypothesis is a process for determining whether allegations about parameter values/population characteristics are strongly supported by sample data or not. Where in this research to see the influence of transformational leadership, organizational culture on employee performance at PT.Mars Luwu partially/individually. The hypothesis test results obtained are as follows:

1. The significant value of Transformational Leadership is 0.003, this value is below 0.05, which means that compensation has a significant effect on employee performance. The tcount value of 3.103 is greater than the ttable of 2.01290, so H1 which states that Transformational Leadership has a significant positive effect on employee performance is accepted.
2. The significant value of organizational culture is 0.000, the value is below 0.05, which means that competence has a significant effect on employee performance. The tcount value of 8.645 is greater than the ttable of 2.01290, so H2 which states that organizational culture has a positive effect on employee performance is accepted.
3. Simultaneously, transformational leadership and organizational culture jointly influence employee performance

Based on the results of the f test, the calculated value is 14,323 with a significance of 0.000, therefore the significance value is smaller than 0.05, so it can be concluded that the independent variables jointly influence the dependent variable.

Table 5. Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103,595	2	51.797	17.227	.000 ^b
	Residual	171,389	47	3.007		
	Total	274,983	49			
a. Dependent Variable: Employee Performance (Y)						
b. Predictors: (Constant), Organizational Culture (X2), Transformational Leadership (X1)						

Based on table . 5 F tests show that the results of testing the transformational leadership and organizational culture variables have a significant number of 0.000 which is smaller than 0.05 and obtained tcount 17.227 > ttable 2.01290. This shows that H0 is rejected and H1 is accepted, which means that transformational leadership and organizational culture have a positive and significant effect on employee performance.

Coefficient of Determination (R2)

Table 7. Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.971	.970	2.067

a. Predictors: (Constant), Organizational Culture, Transformational Leadership

b. Dependent Variable: Employee Performance

shows the R value obtained is 0.615, this means the relationship between the independent and dependent variables is very strong. Meanwhile, the adjusted R square (R2) value obtained is 0.970 or 97.0%, meaning that 97.0% of the performance variables can be explained by transformational leadership and organizational culture variables, while the remaining 0.03% is explained by causes or variables that have not been included in the model.

3.2 Discussion

The results of the regression calculation show that the coefficient value of the Transformational Leadership variable is 0.308 and a significant value of 0.003 and this value is below the value of 0.05, which means that Transformational Leadership has a positive and significant effect on employee performance. In line with research.

Based on the results of regression calculations, the results of the Organizational Culture variable on employee performance are 0.872 and a significant value of 0.000 and this value is below 0.05, which means that the Organizational Culture of employees also has a positive and significant effect on the performance of PT employees. Mars Luwu District, Bua Ponrang Noling District.

The results of this research provide the conclusion that the more often employees develop the level of organizational culture, the more the employee's performance will increase.

The results of the research conclude that the more often leaders provide suggestions or input, the more employee performance at PT will increase. Mars Luwu District, Bua Ponrang Noling District.

4. Conclusion

From the results of the analysis discussed previously, the following conclusions can be drawn. The results of this research show that partially transformational leadership and organizational culture have a positive and significant effect on the performance of employees of PT. Mars Luwu Kec. Bua Ponrang, Noling Village and transformational leadership and organizational culture simultaneously have a positive and significant effect on the performance of employees of PT. Mars Luwu District. Bua Ponrang, Noling Village. Meanwhile, the advice that can be given is that considering that transformational leadership has an influence on employee performance, transformational leadership should really be paid attention to. To improve performance, it is a good idea for leadership to pay more attention to organizational culture by always encouraging employees to always innovate and work that must be results-oriented.

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6. Reference

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