

## ANALYSIS OF EMPLOYEE PERFORMANCE: ORGANIZATIONAL CULTURE AND TRANSFORMATIONAL LEADERSHIP

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**Abstract:** This study intends to examine the effects of organizational culture and transformational leadership on employee performance at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik, either independently or combined. The sample included 37 employees using saturated sampling criteria. This kind of research is explanatory and employs a quantitative methodology. The research method employs an online survey that is graded on a Likert scale. The validity, reliability, and traditional assumptions were validated using the SPSS version 23 research tool. Moreover, verify your hypothese. The findings demonstrated that transformational and corporate cultures at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik significantly affected employee performance, either wholly or partially.

**Keywords:** *organizational culture, transformational leadership, employee performance*

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### 1. Introduction

The goal of forming an organization is to achieve a common objective. The results of the organization's performance, which cannot be separated from the results of its human resource performance, can be utilized to determine whether or not the goals were met (Ainanur & Tirtayasa, 2018; Salim & Rajput, 2021). This is because human resources, as actors and mover in all of it, determine technical advancement, trade, and so on (Iqbal et al., 2021; Jufrizen & Rahmadhani, 2020). For almost every company, the fourth industrial revolution is an absolute and inevitable reality. Businesses must have a plan that can evolve and innovate to deal with it. This is to ensure that newly founded organizations and businesses are not smothered by the passage of time and that their growth is not stifled (Asbari et al., 2021; Imron et al., 2021; Novitasari & Asbari, 2020). To compete, organizations or enterprises must have significant resources. The resources needed to run a firm cannot be considered as distinct components; rather, they must be viewed as a formidable unit in order to produce synergy. In this case, the role of resources is important. The effectiveness of the institution's employees has a substantial impact

on its overall success in achieving strategic goals (Ainanur & Tirtayasa, 2018; Hamid & Durmaz, 2020; Widodo, 2017).

The growth and achievement of business goals primarily rely on human resources. The organization is no longer viewed as a static collection of individuals but as a complex system with complex subsystems that interact, relate to one another, and move dynamically in the direction of common goals, enabling them to play a significant role in activity coordination. In the workplace, the word "management" is frequently employed. Every management team has a leader, and every leader has a different leadership style. A leader's duty is to manage his team in order to increase employee performance. (Italiani, 2013; Soares et al., 2021). The evaluation of work performance or employee performance is a gauge of how successfully a business is using its human resources, making performance the most crucial aspect of human resource management that must be handled appropriately. Performance reviews will be based on how an individual performs at work and whether or not they feel accountable for their duties and obligations. (Ainanur & Tirtayasa, 2018; Andayani & Tirtayasa, 2019; Anwar et al., 2018; Muis et al., 2018; Priyatmo, 2018).

Numerous empirical studies (Ainanur & Tirtayasa, 2018; Andayani & Tirtayasa, 2019; Cahyana & Jati, 2017; Jufrizen & Rahmadhani, 2020; Muis et al., 2018; Widodo, 2017) have shown that corporate culture affects employee performance. This finding is fascinating since it refutes empirical studies (Junaidi & Susanti, 2019; Sazly & Ardiani, 2019) that holds that corporate culture has no bearing on employee performance. Conflicting results lead to a discrepancy, hence it is important to retest using a new model, namely variable integration. Additionally, after reading numerous empirical studies, an empirical finding revealed that transformative leadership influences employee performance (Anwar et al., 2018; Italiani, 2013; Jufrizen & Lubis, 2020; Nur & Sjahrudin, 2019; Priyatmo, 2018; Rivai, 2020), in addition to culture affecting employee performance. A fascinating conclusion is that transformative leadership is unaffected by employee performance, in contrast to empirical studies (Novitasari & Asbary, 2020; Setiawan, 2015).

Differences The research mentioned above show that it is critical to establish a new model that combines both transformational leadership and organizational culture in order to understand the relationship between organizational culture and employee performance. Since it examines how corporate culture, this study features a novel component that explores how transformational leadership affects employee performance at PT. Sumber Digital Media Tanaka Banjarmasin Electronics. This is crucial since several businesses might submit various ideas. The study's hypotheses include the following:

H1: Employee performance at PT Digital Media Source Tanaka Banjarmasin is significantly impacted by organizational culture.

H2: Transformational leadership has a big impact on performance at PT Digital Media Source Tanaka Banjarmasin.

H3: On the job performance at PT, organizational culture and transformational leadership are very important Digital Media Source Tanaka Banjarmasin.

## **2. Research Method**

### **Types of Research**

A quantitative methodology is used in this work to provide interpretation. 37 employees of PT. Sumber Digital Media Tanaka Banjarmasin Elektronik participated in the survey, which used online questionnaires and Likert scale scoring. Using the research instrument SPSS version 23,

the validity and reliability of the data were tested. The typical assumption test is then carried out utilizing multiple linear regression tests and hypotheses.

#### **Research Location and Time**

The South Kalimantan branch of Indonesia's PT. Sumber Digital Media Tanaka Banjarmasin Elektronik was where this investigation was conducted. The study was carried out between March and June of 2021.

#### **Population and Sample**

There are 37 workers in the research population. Using a saturated sample, a total of 37 employees were included in the sample.

#### **Techniques for Data Collection**

37 employees received online questionnaires as part of the study's data collection techniques. Have earlier research been checked for validity and dependability?

#### **Data Analyses Techniques**

The SPSS research tool's version 23 provides aid with coefficient of determination, multiple linear regression analysis, and hypothesis testing are examples of conventional assumption tests.

### **3. Results and Discussion**

#### **Result**

The results of data analysis are presented using classic assumption testing, validity and reliability testing, and other methods. Numerous tests of hypotheses, coefficients of determination, and linear regression are also conducted.

#### **Validity and Reliability Test**

By evaluating the validity of each item's performance in relation to its overall score, findings were obtained. The item is deemed valid if there is a correlation of at least 0.3 between the sum of the individual scores and the entire item. The object is declared invalid if the correlation value is less than or equal to 0.30. Table 1 demonstrates that every item is acceptable because it has a score of larger than 0.3 for each question on corporate culture, transformational leadership, and employee performance. Additionally, statistical analysis was used to determine whether Cronbach's alpha ( $\alpha$ ), to obtain the dependability results, the attachment of a dependable component had to be more than 0.60. Table 2 shows that employee performance, transformative leadership, and business culture all have higher Cronbach's alpha values.

#### **The Classical Assumption Test**

##### **Normality Test**

If the variables that make up a regression model's destructive or residual variables have a regular distribution, it can be determined using the normality test. The residual t and f values are typically assumed to have a normally distributed distribution. One of the simplest ways to see residual normality is to use a histogram graph to compare actual data with a distribution that can recognize a regular distribution. The diagonal line and the precise data line will be parallel. Figure 2 shows how the diagonal line and the line representing the right data would overlap; as a result, the residual data distribution must be regular for the regression model to be regarded as meeting the normality criteria.

### **Multicollinearity Test**

Regression models experience multicollinearity when a variable's significance surpasses 10 (ten). The established VIF values of ad hoc leadership and variable work engagement are displayed in Table 3 to be more important than value 10 (ten). As a result, this investigation's regression did not exhibit multicollinearity.

### **Heteroscedasticity Test**

To determine whether the variance of the regression model is constant across all observations, use the heteroskedasticity test. Heteroskedasticity is missing if there is no obvious trend and only a small number of dots above and below 0 on the Y-axis. Figure 3 shows that heteroskedasticity does not exist and that a reliable and error-free regression model may be created if there is no visible trend and the points on the Y-axis are evenly spaced above and below 0.

### **Multiple Linear Regressions**

The regression equation below was created using the regression analysis's unstandardized coefficient value (B), as stated in Table 4:

$$Y = 0.612 + 0.423 (OC) + 0.456 (TL)$$

It can be explained as follows by using this equation:

1. Employee performance at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik, which has a constant value of 0,162, is the variable value when elements like organizational culture and transformational leadership are absent.
2. Given that the other variables' values are either constants or zero, PT. Sumber Digital Media Tanaka Banjarmasin Elektronik's employee performance value will change if the organizational culture variable (OC) has a value of 0.423 units.
3. The regression coefficient for the transformational leadership variable (TL) is 0.456 with the values of the other variables set to constant or zero, indicating that if the TL variable has a value of 0.456 units, it will affect employee performance at PT. Source Digital Media Tanaka Banjarmasin Electronics. 0.456 is the result.

### **Hypothesis Test**

#### **Partial t-Test**

The significant result for organizational culture (OC) in Table 5 of 0.001 to 0.05 supports the hypothesis (H1) that organizational culture at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik strongly influences employee performance. Additionally, the variable for transformational leadership (TL) produced significant results (0.000 0.05), supporting the hypothesis (H2) that transformational leadership strongly affects employee performance at PT. Source Digital Media Tanaka Banjarmasin Electronics.

#### **Simultaneous F Test**

The third hypothesis (H3) is supported by organizational culture (OC) and transformational leadership (TL), both of which have significant findings of 0.000 0.05, as demonstrated in Table 6: At PT. Sumber Digital Media Tanaka Banjarmasin Elektronik, organizational culture (OC) and transformational leadership (TL) have a significant impact on employee performance.

#### **Determination Coefficient**

A coefficient of determination is a measure of how much of the total variation in the dependent variable the independent variable can account for. Organizational culture (OC) has an R-Square of 0.456, as shown in Table 7 and transformative leadership (TL) had a total impact on staff performance at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik of 62.5 percent and

37.5 percent, respectively. In this analysis, the remaining variables that affect employee performance are not taken into account..

Table 1 displays the findings from the validity checks

Variable	Items	Correlation	Standard	Conclusion
Organizational Culture (OC)	OC1	.655	0,3	Valid
	OC2	.658	0,3	Valid
	OC3	.662	0,3	Valid
Transformational Leadership (TL)	TL1	.454	0,3	Valid
	TL2	.502	0,3	Valid
	TL3	.903	0,3	Valid
Performance (P)	P1	.594	0,3	Valid
	P2	.627	0,3	Valid
	P3	.800	0,3	Valid

Source: Processing of Data, 2021

Table 2 shows the reliability test results in

Variable	Items	Cronbach's Alpha	Standard	Conclusion
Organizational Culture (OC)	OC1	.869	0,6	Reliable
	OC2	.868	0,6	Reliable
	OC3	.867	0,6	Reliable
Transformational Leadership (TL)	TL1	.889	0,6	Reliable
	TL2	.883	0,6	Reliable
	TL3	.839	0,6	Reliable
Performance (P)	P1	.871	0,6	Reliable
	P2	.869	0,6	Reliable
	P3	.854	0,6	Reliable

Source: Processing of Data, 2021

The results of the multicollinearity test are displayed in Table 3

Coefficients <sup>a</sup>				
Model		Sig.	Collinearity Statistics	
			Tolerance	VIF
1	(Constant)	.684		
	Organizational Culture	.001	.857	1,166
	Transformational Leadership	.000	.857	1,166

Source:

Processing of Data, 2021

Multiple linear regression results are shown in Table 4

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.612	1.488		4.11	.684
Organizational Culture	.423	.112	.430	3.787	.001
Transformational Leadership	.456	.099	.520	4.584	.000

Source: Processing of Data, 2021

Table 5 displays a partial t-test's findings

Model		t	Sig.	Standard	Conclusion
1	(Constant)	4.11	.684	<0,05	
	Organizational Culture	3.787	.001		H1 accepted
	Transformational Leadership	4.584	.000		H2 accepted

Source: Processing of Data, 2021

The results of the concurrent F Test are shown in Table 6

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	46.653	2	23.326	28.274	.000 <sup>b</sup>
Residual	28.050	34	.825		
Total	74.703	36			

Source: Processing of Data, 2021

Table 7 shows the coefficient of the determination's outcome

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.790 <sup>a</sup>	.625	.602	.908	1.124

Source: Processing of Data, 2021

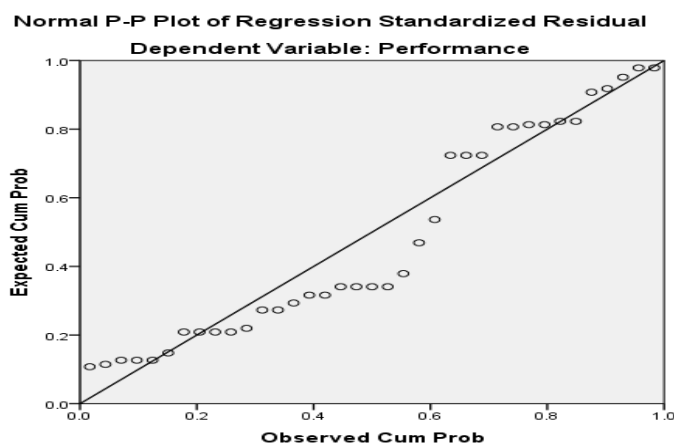


Figure 2: The Normality Test Results Source: Processed Data, 2021

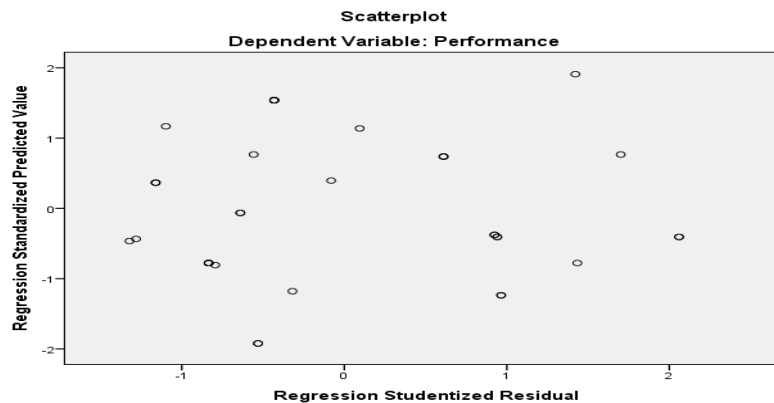


Figure 3: Heteroskedastisitas Test Results, Processed Data, 2021

## Discussion

### The Influence of Organizational Culture on Eemployee Performance

The organizational culture (OC) regression coefficient for PT. Sumber Digital Media Tanaka Banjarmasin is 0.423, showing a favorable correlation or being in line with employee performance. Employee performance at PT. Sumber Digital Media Tanaka Banjarmasin will therefore increase by 0.423 if the value of organizational culture rises. On the other hand, the organizational culture variable produces a significant result of 0.001 to 0.05. This implies that the performance of employees at PT. Sumber Digital Media Tanaka Banjarmasin is significantly influenced by organizational culture. The study's findings add to and support those of other investigations (Ainanur & Tirtayasa, 2018; Andayani & Tirtayasa, 2019; Cahyana & Jati, 2017; Jufrizen & Rahmadhani, 2020; Muis et al., 2018; Widodo, 2017).

### The Influence of Transformational Leadership on Eemployee Performance

At PT. Sumber Digital Media Tanaka Banjarmasin, the TL regression coefficient of 0.456 shows a positive or equivalent relationship between employee performance and TL. The output of the employees of PT. Sumber Digital Media Tanaka Banjarmasin will increase by 0.456 if the value of transformational leadership increases. A significant result of 0.000 0.05 was discovered for the transformational leadership variable. Therefore, transformational leadership has a significant impact on the productivity of the staff at PT. Source Digital Media Tanaka Banjarmasin. The study's results complement and bolster those from prior examinations (Anwar et al., 2018; Italiani, 2013; Jufrizen & Lubis, 2020; Nur & Sjahrudin, 2019; Priyatmo, 2018; Rivai, 2020).

### The Influence of Organizational Culture and Transformational Leadership on Eemployee Performance

The organizational culture and transformative leadership of PT. Sumber Digital Media Tanaka Banjarmasin Elektronik are anticipated to have an impact on employee performance. Statements of Conclusion for F Their significant results back up the claim that transformational leadership and corporate culture at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik have a significant impact on worker performance with a significance level of 0.000 0.05. Employee performance is influenced by organizational culture and transformational leadership at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik to a 62.5 percent and 37.5 percent level, respectively.

#### **4. Conclusion**

The study's findings and analysis can be used to draw the following conclusions:

- a. The organizational culture at PT. Sumber Digital Media Tanaka Banjarmasin Elektronik has a significant impact on employee performance, according to the significance test results of 0.001 0.05.
- b. If the results of the 0.000 0.05 significance test demonstrate that transformational leadership significantly influences employee performance at PT Sumber Digital Media Tanaka Banjarmasin Elektronik, the premise (H2) is confirmed.
- c. The hypothesis (H3) is accepted if the results of the 0.000 0.05 significance test show that organizational culture employee performance is strongly impacted by both transformative leadership at PT Sumber Digital Media Tanaka Banjarmasin Elektronik.

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