

# Building Employee Performance: The Synergistic Effect of Organizational Culture, Leadership Style and Organizational Commitment

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## Abstract:

This study examines four variables, namely organizational culture, leadership style, organizational commitment, and employee performance. The purpose of this study is to analyze and explain the influence of organizational culture, and leadership style on employee performance with organizational commitment as a mediating variable. The respondents of the study were all employees of PT. PLN (Persero) UP3 Merauke, ULP Kuprik, Merauke, Indonesia. The research sample was 41 employees with a sample collection method using the census method. The analysis techniques used are descriptive and Structural Equation Modeling which is solved by linear regression techniques. A quantitative approach was chosen to explain the influence between research variables. Data collection using questionnaires. The results of this study found that organizational culture and leadership style can influence work commitment which ultimately has a positive impact on employee performance. This means that if an organization's organizational commitment is increased it will result in more optimal employee performance, supported by strong organizational commitment generated by a strong organizational culture and leadership style.

Keywords: Organizational Culture, Leadership Style, Organizational Commitment, Employee Performance

## 1. Introduction

Currently, increasingly advanced economic growth and development make competition between companies increasingly high. One of the industrial world's anticipations to remain competitive and develop amidst increasingly competitive competition is that it must have quality human resources so that they can help companies increase productivity, innovation, and creativity in the face of increasingly fierce competition. The function of human resources is crucial in each action that a firm or organization does. People who drive organizations and businesses as well as individuals who are assets in need of training and development are known as human resources.

Performance, defined by Afandi (2018), is the outcome of an individual's or group's work inside an organization, in compliance with their specific authority and obligations, without breaching the law. doesn't transgress ethics and morality. As stated by Kasmir (2016), "Work and work behavior that is attained by finishing the duties and responsibilities provided over a set period results in performance." In Masram (2017), Rivai & Basri defined performance as "the outcome or total degree of success of an individual over a given period in completing tasks in comparison to various possibilities, such as expected job results, goals, or predefined standards that have been reached by mutual agreement."

Another element that can certainly have an impact on the ups and downs of employee performance is organizational commitment. Organizational commitment is closely related to employee behavior in realizing loyalty and participation when working in the organization or company. According to Edison (2017), commitment is defined as positive psychological motivation, where if employees want their careers to skyrocket, they must be based on strong commitment.

Perusahaan Listrik Negara (PLN) is an electricity company that is part of the State-Owned Enterprises which is involved in providing electricity and is the only electricity company that does not

experience competition in Indonesia for consumers. PT. PLN (Persero) has a main office and branch offices in every region throughout Indonesia and has human resources spread across various ethnicities, beliefs, education, and behaviors. It does not rule out the possibility that PT. PLN (Persero) employees who come from Sabang can become employees at the main office in Merauke. This means that every human being has different thought patterns, but the organizational culture aims to ensure that all employees have one goal to advance the company. Likewise with PT. PLN (Persero) UP3 Merauke, ULP Kuprik, Merauke, Indonesia which has 41 employees with different ethnicities, education, beliefs, and behavior.

A pattern known as organizational culture is created and maintained by a certain group based on basic opinions as a goal so that the organization can handle problems that arise due to external adaptation and internal integrity which has been implemented well enough so that it needs to be socialized and implemented to new members as a way to suitable for understanding, thinking and feeling in interacting with others (Novziransyah, 2017). The company's organizational culture is linked to its performance, reflecting the collective performance of all employees. A deep understanding of this culture is crucial for reaching the company's long-term and short-term objectives (Zoechriba et al, 2020).

Forming an organization that encourages performance, and understanding the performance management approach is a dynamic and forward-looking stage (Rosvita & Setyowati, 2017; Abdillah et al, 2023). If a company can align its performance management approach, then employee behavior can change. Employee focus is on productivity and efficient organizational strategies, with continued competitiveness resulting in increasing revenues, minimizing costs, and improving profits. Based on the factors mentioned previously, it is evident that employee performance is crucial, as any decrease in performance, whether individual or collective, would have an unfavorable effect on the organization.

To create the best service for the community, PT. PLN (Persero) UP3 Merauke, ULP Kuprik, Merauke, services start during working hours at 08.00 am – 4.00 pm. Working employees have also gone through the selection stage as a condition for accepting new employees. To increase their abilities and expertise, employees receive training that is held twice a year. When viewed in terms of composition, employees of PT. PLN (Persero) UP3 Merauke, ULP Kuprik, Merauke is a combination of employees working at PT. Haleyora Power, PT. Haleyora Powerindo, Soney Reya, and PT. Mitra Anihma Sejahtera. In addition, the sections in PT. PLN (Persero) UP3 Merauke, ULP Kuprik, Merauke includes several sections, including Manager, SPV Engineering PA, SPV TE, K3L Officer, and staff.

The overall behavior pattern of a leader is referred to as leadership style. A leader's ability to persuade others to carry out a purpose, objective, or goal and steer the organization in a more rational direction is referred to as their leadership style (Thoha, 2017). A leader's trust in his team members' talents is usually evident in their leadership style. Essentially, a leader's behavior and approach stem from a confluence of beliefs, abilities, characteristics, and dispositions that he frequently employs to impact his team members' performance.

Efendi et al (2020) explained that leadership style includes the way leaders use power, communication, and influence to influence the behavior, attitudes, and performance of team members. As stated by Sutrisno (2016), a person's leadership style is the process by which they influence, lead, and direct others to accomplish desired performance outcomes.

The reason for selecting the research object at PT. PLN (Persero) UP3 Merauke, ULP Kuprik was related to the existence of a phenomenon in the research object. PT. PLN (Persero) UP3 Merauke, ULP Kuprik, Merauke, Indonesia is located at the tip of Papua Island and manages business processes from generation to customer service. With a wide regional sector, so far the managerial performance of PT. PLN (Persero) in the Papua Region is considered to be still progressing in a better direction. This can be seen from the uneven distribution of electricity in the Land of Papua, but PT. PLN (Persero) continues to be committed to supplying electricity evenly across the Papua region.

## **2. Literature Review**

Mangkunegara (2017) explains that an employee's performance is the outcome of the quantity and quality of work he or she has accomplished in carrying out the tasks assigned to them following their responsibilities. In other words, an employee's performance is the product of the work they do for the company or organization where they are employed to complete the duties and responsibilities assigned to them.

Organizational commitment refers to employees' sense of dedication to the organization and its goals, along with their intention to remain a part of it. This commitment is vital for an organization, as a strong level of commitment positively influences professional work environments (Kurniawan et al, 2021). Wibowo (2017) said that organizational commitment is the feelings, attitudes, and behavior of individuals identifying themselves as part of the organization, being involved in the process of organizational activities, and being loyal to the organization in achieving organizational goals. Organizational commitment is an attitude that describes behavior that goes beyond formal duties as well as dedication to the organization and a high willingness to serve the interests of the organization rather than personal interests (Suparyadi, 2015). According to Kreitner (2011), organizational commitment is a reflection of how an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to show their availability to work harder to achieve organizational goals and have a greater desire to remain working at a company.

Lovine *et al* (2017) explain that organizational culture exists if the organization has established a system of values that apply, norms about what can and cannot be done regularly, and members' obedience to both written and unwritten rules. The system shares the meaning expressed by members, then this situation differentiates one organization from another, including describing the general characteristics of organizational culture and showing how members view the characteristics of the organizational culture (Robbins & Judge, 2017).

Leadership style is "the art of influencing other people so that they will try hard to move towards achieving goals. Leadership style refers to the approach or pattern of behavior used by a leader in influencing, directing, and managing members of a team or organization (Basit, 2017). According to Rivai and Mulyadi in Kumala & Agustina (2018) states that "Leadership style is a set of characteristics that leaders use to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader". Leaders are essential in overseeing and executing company strategies. The degree of success can be gauged by the leadership demonstrated by employees, particularly by examining the leadership style in practice (Nufrizal *et al*, 2020).

### **3. Research Hypothesis**

Organizational culture can be useful in bringing an organization's human resources to achieve its goals. Apart from that, it can also strengthen relationships and cohesiveness between departments, divisions, and units within the organization so that this can then bring human resources together to have the same commitment within the organization (Uha, 2013). The findings of studies by Samuel *et al*. (2020), Diaurridha (2021), and Titioka & Siahainenia (2019) demonstrate that organizational culture has a favorable and substantial impact on organizational commitment. Loke (2001) in Maryam (2016) assert that a leader's behavior has a direct impact on the level of commitment that their subordinates have to the organization. Workers who feel valued by their managers and get good treatment are more likely to commit to the organization and are less likely to consider leaving it. The findings of studies by Samosir & Sitompul (2022) and Diaurridha (2021) demonstrate the important and favorable impact that leadership style has on organizational commitment. According to Wibowo (2017), an individual's sentiments, attitudes, and conduct that indicate their identification as a member of an organization, their participation in its operations, and their loyalty to it in the pursuit of its objectives constitute their organizational commitment. Based on the findings of studies by Vitasari *et al*. (2022), Yudiarto & Nurmansyah (2023), and Diaurridha (2021), they demonstrate the beneficial relationship between organizational commitment and employee performance.

H1: Organizational culture and leadership style influence organizational commitment.

H2: Organizational culture and leadership style influence employee performance

H3: Organizational commitment influences employee performance.

H4: Organizational culture and leadership style influence employee performance through organizational commitment.

### **4. Research Methods**

The goal of the study design is to hold all the processes involved in the problem's successful solution accountable. Using organizational commitment as an intervening variable, this study aimed to analyze and

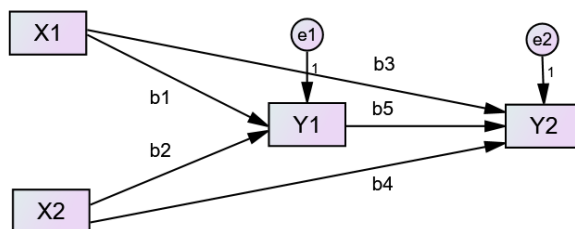
assess the impact of leadership style and organizational culture on worker performance. Inquiry employing a quantitative method and the Explanatory Research type of inquiry was conducted to ascertain this. Explanatory research, according to Singarimbun & Effendi (2006), evaluates hypotheses to ascertain the cause-and-effect relationship between variables.

This research was carried out at the PT. PLN (Persero) UP3 Merauke, ULP Kuprik office which is located at Jalan Semangga Satu, Merauke Regency, Indonesia. This research is quantitative which involves tabulating data from respondents, carrying out statistical system calculations, and carrying out analysis. Sugiono (2011) declares that the sample reflects the size and makeup of the population. In this study, a census was used as the sampling method. Census sampling was used because the population was very affordable, namely 41 employees at PT. PLN (Persero) UP3 Merauke, ULP Kuprik. The survey was created using a Likert scale, where option 3 is neutral in the middle and options 5 and 1 are strongly agree and disagree, respectively. One of the dependent variables is employee performance (Y2), organizational commitment is the mediating variable (Y1), leadership style is the independent variable (X2), and organizational culture is the independent variable (X1) in the data analysis technique. To acquire standard coefficients in the regression equation model, researchers analyzed regression procedures twice using the SPSS application.

Equation 1 for regression:  $Y1 = b1X1 + b2X2 + e1$

Equation 2 for regression:  $Y2 = b3X1 + b4X2 + b5Y1 + e2$

Figure 1 shows the structural equation model.



**Figure 1:** Model of Structural Equations

## 5. Result of The Study

Using an error rate of 0.05 ( $\alpha$ ), the probability value of each standardized coefficient in the regression equation model is tested as part of the hypothesis testing procedure. The dependent variable is influencing the dependent variable if the probability value is less than or equal to 0.05. Once the hypothesis has been tested, perform a route analysis to ascertain the direct, indirect, and total influences on the structural equation model under development. Table 1 displays the outcomes of the hypothesis testing.

**Table 1:** Results of the Research Hypothesis Test

Variable			P	$\alpha$	results
Independent	Mediation	Dependent			
X1	Y1	-	0.038	0.05	H1 is accepted
X2	Y1	-	0,000		
X1		Y2	0.002	0.05	H2 is accepted
X2		Y2	0,000		
	Y1	Y2	0,000	0.05	H2 is accepted
X1	Y1	Y2	0.0 38 and 0.0 00	0.05	H4 is accepted
X2	Y1	Y2	0.000 and 0.0 00		

Notes:

X1 is organizational culture

X2 is a leadership style

Y1 is organizational commitment

Y2 is employee performance

The verification of the first through fourth research hypotheses is explained in Table 1. The first study hypothesis holds that organizational culture and leadership style have an impact on organizational commitment. The probability that leadership style and organizational culture will affect organizational commitment is 0.038 and 0.000, respectively. The first hypothesis is accepted as there is less than a 0.05 difference between these two probability values.

Furthermore, the second study hypothesis is that business culture and leadership style have an impact on employee performance. The probability values for the effects of corporate culture and leadership style on employee performance are 0.002 and 0.000, respectively. Acceptance of the second hypothesis occurs because none of the probability values exceeds 0.05.

Employee performance is impacted by organizational commitment, claims the third study hypothesis. The third hypothesis is supported since Table 1 shows that there is a probability influence value of 0.000, less than 0.05, for company commitment to employee performance. According to the fourth study hypothesis, organizational commitment has an impact on employee performance through corporate culture and leadership style. Table 1 demonstrates that organizational commitment is significantly influenced by leadership style and organizational culture and that employee performance is significantly impacted by organizational commitment. The acceptance of the fourth hypothesis is indicated by the presence of this influence.

The four research hypotheses were tested, and the results were declared to be proved. For additional path analysis, refer to Table 2.

**Table 2:** Path analysis results between the research variables

Variable	Immediate effect	R	Indirect effect	Overall effect
X1 to Y1	0,326	0,038	-	-
X2 to Y1	0,604	0,000	-	-
X1 to Y2	0,302	0,002	-	-
X1 to Y2	0,688	0,000	-	-
Y1 to Y2	0,926	0,000	-	-
X1 to Y2, through Y1's mediation	-	-	$0.326 \times 0.926 = 0.301$	0.301
X2 to Y2, through Y1's mediation	-	-	$0.604 \times 0.926 = 0.559$	0.559

Notes:

\*) indicates p level. the result does not exceed  $\alpha$  (0.05)

X1 is organizational culture

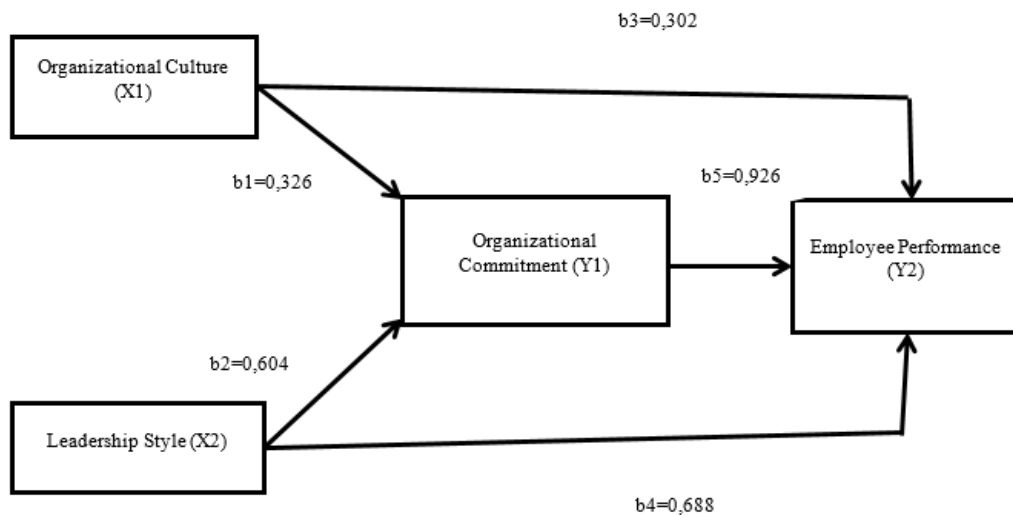
X2 is a leadership style

Y1 is organizational commitment

Y2 is Employee performance in

The standardized probability values and coefficient values for each of the examined pathways are displayed in Tables 1 and 2. The model of the structural equation is displayed in Figure 1.





**Figure 2.** Result of Structural Equation Model

Equation of regression 1:  $Y1 = 0,326 X1 + 0,604 X2 + e1$

Equation of regression 2:  $Y2 = 0,302 X1 + 0,688 X2 + 0,926 Y1 + e2$

Notes:

\*) indicates p level. The result does not exceed  $\alpha(0.05)$

X1 is organizational culture.

X2 is a leadership style.

Y1 is organizational commitment.

Y2 is employee performance.

## 6. Discussion

Innovative ideas can be found in organizational cultures, considering the risks, attention to detail, results orientation, and aggressiveness. The research results show that detailed attention is related to the extent to which organizational members or employees are expected to show precision and analysis. Attention to detail can be measured from two instruments, namely, thoroughness in work and performance evaluation. Corporate culture, also known as organizational culture, is a collection of shared beliefs or conventions that have been in place for a while and are followed by employees as standards of conduct while handling organizational issues (Kamarulloeh, 2014).

Leadership style can be seen in good collaborative abilities, effective abilities, participative abilities, time delegation abilities, and the ability to delegate authority. The study's findings demonstrate the capacity to assign authority. Educating people about the significance of adhering to the relevant legislation for all hazards to finish the task at hand. Contrary to Rivai's (2018) perspective, a leader must possess the maturity to apply their leadership towards their agency or organization.

The most dominating indication of organizational commitment is affective commitment. "I will be very happy to spend the rest of my career in this organization". This suggests that respondents are more likely to commit to spending the remainder of their careers with the business. According to Alen and Manyer, as cited in Kharisma (2019), there are various markers to quantify organizational commitment, including Affective, continuity, and normative commitments.

Employee performance has the most dominant indicator, namely work quality "I can complete work following the quality standards set by the company". It implies that respondents are more likely to agree with performing work according to the company's quality requirements. Mathis & Jackson (2006) define employee performance indicators as follows: amount, quality of work, timeliness, attendance, and independence.

The study findings on organizational culture and leadership style have an impact on organizational commitment. This demonstrates that leadership style has more effect on employee performance, which is established by the capacity to distribute authority. A leader's responsibility is to complete which tasks must be handled alone and which must be handled. A leader must commit to organizing and directing all

organizational activities and must also have the nature of service, compassion, and concern for his employees embedded within him. Yudiarto & Nurmansyah (2023) and Titioka & Siahainenia (2019) found that organizational culture and leadership style had a positive and substantial influence on organizational commitment.

The study found that company culture and leadership style had a substantial impact on employee performance. The results of this research reveal that leadership style is highly essential in explaining performance levels since it has a stronger effect on staff performance. The leadership style in this company is family in nature, apart from that in this company the leadership style that stands out is that the leader has a democratic attitude and always carries out two-way evaluations of his employees, and the leader not only orders his employees but also provides a good role model or role model. This greatly influences employee performance, namely that employees always play a role according to their respective positions and positions and always maintain good relationships with other employees. The findings of this study are relevant to recent research by Diaurrida (2021), Sagala & Sipahutar (2022). The study's findings show that corporate culture and leadership improve employee performance.

Employee performance is influenced by organizational commitment. This demonstrates that organizational commitment is made up of Affective commitment, Continuance commitment, and Normative commitment, with the latter contributing the most. Employees stay with the company because they understand that organizational commitment to the organization is vital and required, and it is assessed by loyalty and professional advancement. The outcomes of this study are relevant to prior research done by Yudiarto & Nurmansyah (2023) and Diaurridha (2021) and supported by Vitasari *et al* (2022) which shows that there is a positive influence between organizational commitment on employee performance.

The study found that corporate culture and leadership style had an impact on employee performance through organizational commitment. It was discovered that leadership style had a stronger impact on employee performance, with the indirect influence of organizational commitment. This suggests that the leadership style has a positive impact on staff performance. An effective leadership style can influence motivation, involvement, and individual and team performance. A good leadership style can influence an increase in employee performance with the support of increased organizational commitment. Leaders who inspire and motivate team members to achieve extraordinary performance will encourage development provide a strong vision build positive relationships and positively influence the company culture. As a result, the fourth hypothesis (H4), which asserts that organizational culture and leadership style have an impact on employee performance via organizational commitment as a mediator, is accepted by workers of PT. PLN (Persero) UP3 Merauke, ULP Kuprik. The results of this research conform with the results of prior research investigated by Vitasari (2022) and Diaurrida (2021), which demonstrate that organizational commitment does not moderate the impact of organizational culture and leadership style on employee performance.

## 7. Conclusion

Performance assessments are conducted following organizational culture. The leadership style focuses on leaders in the workplace, creating awareness about the significance of following existing rules. Organizational commitment shows that employees will be very glad to spend the remainder of their careers in this organization. Employee performance prioritizes completing work following the quality standards set by the company. According to the study's findings, organizational commitment acts as a mediator between organizational culture and leadership style about employee performance. Unfortunately, the leadership style is better at delegating time than the organizational culture feature of attention to detail. At PT. PLN, authority delegation has a direct impact on employee performance.

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