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**ANALYSIS OF THE EFFECTS OF ORGANIZATIONAL COMMITMENT MEDIATION
ON THE EFFECT OF TRANSFORMATIONAL LEADERSHIP STYLE AND
ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE OF PT SARANA
LINTAS CARAKA**

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Abstract

A company cannot develop optimally if it is not fully supported by qualified and advanced human resources within the company, including by PT Sarana Lintas Caraka. The purpose of this study was to examine the mediating effect of organizational commitment on the effect of transformational leadership style and organizational culture on the performance of employees of PT Sarana Lintas Caraka. The research method used in this research is quantitative with Partial Least Square (PLS-SEM) technique and assisted by SmartPLS 3.0 software. The researcher chose the census technique in the sampling technique, namely all members of the population (all PT Sarana Lintas Caraka) were used as samples in this study to examine the mediating effect and the direct influence of the related variables. The results of this study indicate that Transformational leadership style does not affect employee performance, the influence of organizational culture on employee performance, the influence of organizational commitment on employee performance, the influence of transformational leadership style on organizational commitment, the influence organizational culture on organizational commitment, organizational commitment can mediate organizational culture on employee performance. Organizational commitment can mediate transformational leadership style on employee performance. The method of determining the number of respondents' eligibility is using the Hair Method which states that the respondent may be 5 to 10 times the number of research variable indicators.

Keywords: Employee Performance; Transformational Leadership Style; Organizational Culture; Organizational Commitment

Introduction

In the era of globalization, all forms of economic growth on a domestic and global scale are experiencing increasingly rapid development. PT or Limited Liability Company Sarana Lintas Caraka is a company engaged in export and import customs services. In organizational structure, there are several departmental divisions where each division below has staff and employees. In addition to the high role of employees, the role of leaders is also needed by the company to achieve the vision and mission. The role of leadership is needed in

providing the best direction and solutions so that employee performance can be maximized by the objectives of the company's vision and mission.

Leaders have their leadership style that is used to lead the company. Like the transformational leadership applied by the leaders of PT Sarana Lintas Caraka, where the leader will send and emphasize group and employee values, reward systems, risk, tolerance, and so on (Sazly & Winna, 2019). The leadership style applied by PT Sarana Lintas Caraka shows that leaders can provide changes in employees that are visible and have an impact on the organization to achieve higher performance according to Denny Setiawan (Sazly & Winna, 2019). The problems that occur in this leadership style according to an interview with one of the leaders of PT Sarana Lintas Caraka are employees who sometimes feel that there is difficulty in adapting if there are changes given by the leadership at any time. This is still considered burdensome for employees who were previously comfortable with the previous situation to improve performance.

In addition to the leadership style applied by PT Sarana Lintas Caraka, organizational culture is also important to note. Organizational culture gives birth to innovation, every employee must be able to adapt to the situation and become marketing so that with the changes that occur during the current pandemic, employee performance and job satisfaction remain maximal. The leadership style and organizational culture that are considered are also supported by organizational commitment to having an impact on employee performance. With high organizational commitment, employees are expected to be able to adjust the type of work given and be able to do the work with maximum results.

Employee performance plays an important role for every organization in increasing change and progress towards a better direction in achieving organizational goals. Employees must be confident and capable that they can and are committed to what they do and are responsible for the results they do. Companies through the human resources department must evaluate the performance and job satisfaction of employees obtained within a certain period. An employee who has a high commitment to the organization will give all his energy, abilities, and soul to the company wholeheartedly in doing the job. So researchers are interested in conducting research related to the performance of PT Sarana Lintas Caraka.

Several previous studies, according to Ali et al., (2014); Llorens et al., (2018); A. A. A. P. Mangkunegara & Huddin (2016) found that transformational leadership has a significant effect on employee performance and job satisfaction. In addition, according to David et al., (2017), researchers state that transformational leadership has no significant effect on employee performance and job satisfaction. Eliyana et al., (2019) stated that transformational leadership has a significant direct effect on organizational commitment and job satisfaction, the results of which were found in their study. However, if it is intervened by organizational commitment, it cannot have a direct impact on work performance, but transformational leadership cannot be applied to work performance with a significant impact. This study attempts to address this gap. Ratnasari et al., (2019) Result study show that there is a significant influence between leadership style and job satisfaction on organizational culture performance and job satisfaction, leadership style between performance has an indirect effect through a significant influence. Based on the research gap, the researcher is interested in examining the mediating effect of organizational commitment on the effect of transformational leadership style and organizational culture on employee performance at PT Sarana Lintas Caraka.

Literature Review and Hypothesis Development

A. Literature Review

A. P. Mangkunegara & Octorend (2015) argues that performance is defined in terms of both quality and quantity in the form of work that has been achieved by individuals who

work in an organization in carrying out their duties and by the responsibilities assigned to them.

Organizational members or employees have a high level of performance if there is suitability of abilities with what they do. If it is fulfilled, then there will be a sense of responsibility for the willingness and work to be active and participate in achieving organizational/company goals through optimally carrying out work and tasks (Sido et al., 2012).

The performance indicators according to Busro (2018) are as follows: work results with indicators of efficiency in carrying out tasks, the number of work results, and quality of performance. Then work behavior indicators include initiative and work discipline as well as personal characteristics, indicators include easy socialization and honesty.

B. Hypothesis Development

According to Sazly & Winna (2019), transformational leadership is defined as a leadership style in which leaders can make changes in achieving company performance, this leadership describes a good relationship between leaders and employees. If this relationship is implemented and takes place intensely, the impact will be felt by the organization, namely increased performance because they will work with pleasure. Employees with high performance will be seen from the suitability of their abilities with what they do in the organization (Sido et al., 2012). So that the better the relationship between employees and leaders in the implementation of transformational leadership, the performance of employees will also be more optimal. Research conducted by A. P. Mangkunegara & Octorend (2015); Nguyen et al., (2017) show that there is an effect of transformational leadership style on employee performance. **H1: There is an effect of transformational leadership style on employee performance.**

Organizational culture means the interaction of characteristics or habits that affect groups in the environment. An organizational culture that is created and formed properly affects employee performance in the organization. Organizational culture can be useful and optimally achieved, organizational culture can be introduced, strengthened, maintained, created in employees through the socialization process (Nurtjahjani In Rahyuda, 2016). The strong culture embedded in the organization makes the organization have characteristics that are not shared by other parties as competitors. If the organizational culture is high and provides comfort to employees in the organization, there will be a sense of responsibility for their willingness and work to be active and participate in achieving organizational/company goals through optimal implementation of work and tasks (Sido et al., 2012). Research conducted by Ratnasari et al., (2019); Rehman et al., (2018) which shows that there is an organizational culture on employee performance. **H2: The influence of organizational culture on employee performance.**

Organizational members who are committed to the organization they are involved in can develop a better and positive perspective on the organization and without coercion or be happy to spend more energy with the aim of the interests of the organization (Anik and Arifuddin in Sido et al., 2012). High commitment to individuals in the organization has an impact on employee performance. Organizational members or employees have a high level of performance if there is suitability of abilities with what they do. If it is fulfilled, then there will be a sense of responsibility for the willingness and work to be active and participate in achieving organizational/company goals through optimally carrying out work and tasks (Sido et al., 2012). Research conducted by Atika et al., (2019); Rehman et al., (2018); ShahidaParveen (2019) shows that there is an effect of commitment on employee performance. **H3: the influence of organizational commitment on employee performance.**

Organizational members or employees have a high level of performance if there is suitability of abilities with what they do. If it is fulfilled, then there will be a sense of responsibility for the willingness and work to be active and participate in achieving organizational/company goals through optimally carrying out work and tasks (Sido et al., 2012). In line with research conducted by (Njoroge, 2015) which states that there is an effect of transformational leadership style on organizational commitment and the influence of the organization on employee performance, namely in research conducted by (Atika et al., 2019; ShahidaParveen, 2019). **H4: There is an effect of transformational leadership style on organizational commitment.**

Organizational members or employees have a high level of performance if there is suitability of abilities with what they do. If it is fulfilled, then there will be a sense of responsibility for the willingness and work to be active and participate in achieving organizational/company goals through optimally carrying out work and tasks (Sido et al., 2012). In accordance and in line with research conducted by Bagis et al., (2021) which gives the results of his writing, namely the influence of employee work culture on organizational commitment and the influence of commitment on employee performance as written in the research (Atika et al., 2019; ShahidaParveen, 2019). **H5: The influence of organizational culture on organizational commitment.**

Provides an understanding that organizational culture is the existence of various interactions of habits, characteristics that affect groups in their environment. Organizational culture can be useful and optimally achieved, organizational culture can be introduced, strengthened, maintained, created in employees through the socialization process (Nurtjahjani in Rahyuda, 2016). Organizational members who are committed to the organization they are involved in can develop a better and positive perspective on the organization and without coercion or be happy to expend more energy with the aim of the interests of the organization (Taurisa & Ratnawati, 2012). Organizational members or employees have a high level of performance if there is suitability of abilities with what they do. If it is fulfilled, then there will be a sense of responsibility in the willingness and work to be active and participate in achieving organizational/company goals through optimally carrying out work and tasks (Sido et al., 2012). In accordance and in line with research conducted by Bagis et al., (2021) which gives the results of his writing, namely the influence of employee work culture on organizational commitment and the influence of commitment on employee performance as written in the research (Atika et al., 2019; ShahidaParveen, 2019). **H6: Organizational commitment can mediate organizational culture on employee performance.**

Organizational members or employees have a high level of performance if there is suitability of abilities with what they do. If it is fulfilled, then there will be a sense of responsibility for the willingness and work to be active and participate in achieving organizational/company goals through optimally carrying out work and tasks (Sido et al., 2012). In line with research conducted by (Njoroge, 2015) which states that there is an effect of transformational leadership style on organizational commitment and the influence of the organization on employee performance, namely in research conducted by (Atika et al., 2019; ShahidaParveen, 2019). **H7: Organizational commitment can mediate transformational leadership style on employee performance.**

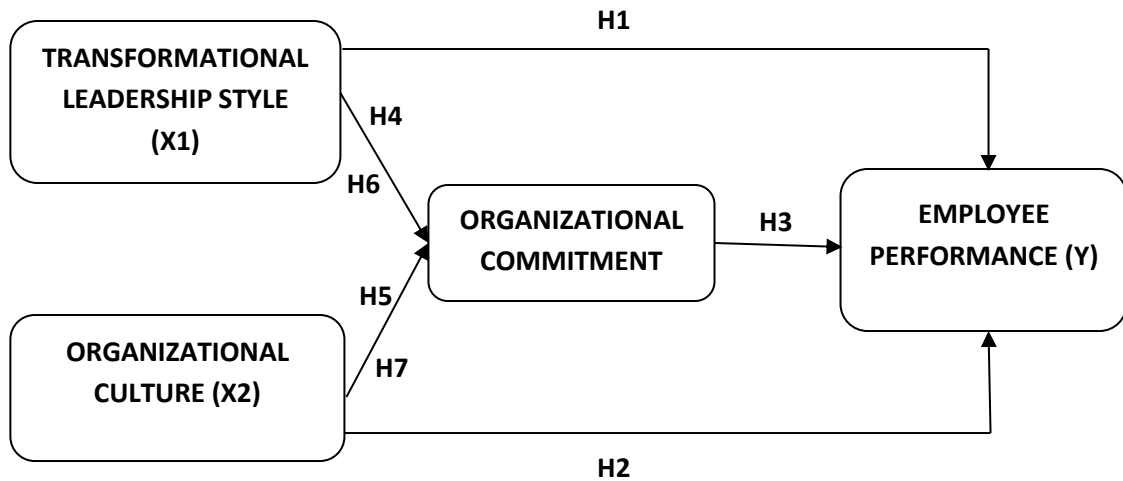


Figure 1: Thinking Framework

Research Methods

A. Research Type

Quantitative research is used by researchers in research where this method is suitable for use in large populations with limited variables. It involves the utilization and analysis of numerical data using statistical-specific techniques to answer questions such as how who, how much, when, and where (Apuke & Programmes, 2017).

This research is causal because of the causal effect between variables in the research model, namely the analysis of the mediating effect of self-efficacy and organizational commitment on the effect of transformational leadership style and organizational culture on the performance and job satisfaction of employees of PT Sarana Lintas Caraka.

This research is census research. This study uses a census to maximize the results of research conducted by researchers at PT Sarana Lintas Caraka. Based on the level of naturalness, this study used a survey research method with questionnaires and structured interviews.

B. Research Desain

This quantitative research uses Smart PLS 3.0 like software in data processing by using Partial Least Square (PLS-SEM). This study will use all employees at PT Sarana Lintas Caraka as research objects (research samples).

C. Stages of Research Procedures

This research begins with a pre-survey to obtain data and problems raised by the researcher or what is known as the identification of research problems, then a research literature study is carried out related to the problems and variables raised in this study. After that, a conceptual framework for research related to the problem under study was developed. After that, identifying variables, definitions, hypotheses, and questions, developing research designs, determining sampling techniques, collecting related data, and processing or quantifying data and analyzing data, to produce discussions and conclusions from the research.

D. Population, Sample, Data Source

The population of this study was all employees of PT Sarana Lintas Caraka as many as 272 people. The research sample used the census technique, namely all members of the population as the research sample, namely as many as 272. The data sources used primary and secondary data.

E. Variable Operationalization

1) Employee Performance.

A. P. Mangkunegara & Octorend (2015) argues that performance is defined in terms of both quality and quantity in the form of work that has been achieved by individuals who work in an organization in carrying out their duties and by the responsibilities assigned to them. Performance indicators according to Busro (2018) are as follows: work results with efficiency indicators in carrying out tasks, the number of work results, and quality of performance. Then work behavior indicators include initiative and work discipline as well as personal characteristics, indicators include easy socialization and honesty.

2) Transformational Leadership Style.

Transformational leadership style is a leadership style where the leader can provide a change in each individual that is visible for achieving higher performance for the entire organization (Sazly & Winna, 2019). According to (Busro, 2018), leadership style has indicators, namely the initiative structure consisting of several indicators, namely goals, working relationships, and compiling work sections. Consideration consists of several indicators, namely taking ideas, level of concern, and trust.

3) Organizational Culture

Robbins (2015) states that organizational culture is a strong, dominant and positive system that is carried out to distinguish an organization from others by employees or members. Robbins (2015) shows that there are 7 main characteristics in representing the overall nature of organizational culture, namely: Courage to take risks and innovation was the extent to which employees are asked to have a courageous attitude in taking risks and being innovative. Paying attention to small things, namely where employees are attentive, analytical, carry out precision and other details. Results orientation in which management focuses on results as opposed to the processes and techniques used to achieve those results. People orientation is management's decision to consider the effect of employee outcomes on the organization. Team orientation is the activities of employees in a company or organization in teams as opposed to individuals. Aggressiveness, which is where people are aggressive, competitive, and innovative as opposed to casual. Stability, namely organizational or company activities that emphasize the defense of the status quo compared to company growth.

4) Organizational Commitment

Organizational commitment is an attitude that shows that the employee is loyal and concerned about the organization and the ongoing process of employees or members of the organization in expressing their attention to the organization and also (Hardianto, 2014) continuous success or progress (Sambung, 2016). Indicators of organizational commitment according to Robbins (2015) include affective, continuance, and normative commitment.

5) Data Collection Techniques

The data collection techniques used were interviews, observations, and distributing questionnaires using google forms or questionnaires to employees of PT Sarana Lintas Caraka.

F. Research Instruments and Data Analysis

The researcher chose to use the data analysis technique with Partial Least Square (PLS-SEM), including validity and reliability testing by evaluating the Goodness-of-fit Outer Model and also adding descriptive statistics.

1) Descriptive Analysis

This analysis provides an overview and description of a target object studied from sample data or a modest population without passing conclusions that apply in general (Taherdoost et al., 2016). The descriptive analysis in this study is in the form of a description of the problems related to the research variables appointed by the researchers at PT Sarana Lintas Caraka, namely the characteristics of the employees of PT Sarana Lintas Caraka which include years of service, last education, type of play, age.

2) Quantitative Analysis using Partial Least Square

PLS-SEM was chosen by researchers as data analysis used with the help of Smart PLS 3.0 software. According to (Hair et al., 2017) is an analytical method that is not based on many assumptions. PLS is used to explain whether the relationship between these variables exists or not.

There are 5 stages of PLS analysis, namely according to Hair et al., (2017) the model is conceptualized, the analysis method is determined, the resampling method is determined, the path diagram is drawn, and also the evaluation model.

3) Validity Test

The validity test needs to be carried out to know whether the construct is adequate to continue in the research or not. There are three kinds of evaluations carried out, namely Convergent and Discriminant Validity and Comparing the Average Variance Extracted (AVE) value.

4) Reliability Test

Measurement of reliability test is used with Cronbach alpha and composite reliability. To meet the reliability test standards, the Cronbach alpha and composite reliability values for the entire construct are above 0.7 (Hair et al., 2017).

5) Test the Inner Model or Structural Model

Structural models or inner model testing are used to see the relationship between the constructs, the R-square value, and the significance value of the research model (Hair et al., 2017).

Result

A. Descriptive Statistics

Respondents used as many as 272 respondents, using simple random sampling with the Hair Method at least 5 to 10 times the number of indicators. The results of the data in this study were obtained from questionnaires distributed to respondents using google Forms. The questionnaire in this study contains statement items related to research variables, the questionnaire also contains respondents' data consisting of gender, age, last education, employee status, and respondent's length of service. The data collected from the respondents are presented as follows:

Table 1
Characteristics of Respondents

| No | Characteristics | Total | Percentage (%) |
|---------------|-------------------------------|------------|----------------|
| 1 | Gender | | |
| | 1. Man | 85 | 31.3 |
| | 2. Woman | 187 | 73.7 |
| Amount | | 272 | 100 |
| 2 | Age | | |
| | 1. <25 Years | 122 | 44.9 |
| | 2. 25 - 30 Years | 95 | 34.9 |
| | 3. 31 - 40 Years | 47 | 17.3 |
| | 4. > 40 Years | 8 | 2.9 |
| Amount | | 272 | 100 |
| 3 | Last Education | | |
| | 1. Middle School / Equivalent | 0 | 0 |
| | 2. High School / Equivalent | 106 | 39 |
| | 3. D3 | 42 | 15.4 |
| | 4. S1 | 124 | 45.6 |
| Amount | | 272 | 100 |
| 4 | Employee Status | | |
| | 1. Contract Employees | 79 | 29 |
| | 2. Permanent Employees | 193 | 71 |
| Amount | | 272 | 100 |
| 5 | Length of Work | | |
| | 1. < 3 Years | 114 | 41.9 |
| | 2. 3 - 6 Years | 92 | 33.8 |
| | 3. 7 - 10 Years | 40 | 14.7 |
| | 4. > 10 Years | 26 | 9.6 |
| Amount | | 272 | 100 |

From the table, it can be seen that the respondents in terms of years of service, most of the respondents had less than 3 years of service, as many as 114 people (41.9%), this shows that the employee's work experience is still very minimal.

B. Validity and Reliability Test

1) Test the Validity of Measurement (Outer) Model

The outer model is the relationship between the indicators and their constructs. The initial evaluation or measurement test of the model is reflective, that is, with convergent validity. The evaluation of convergent validity begins by looking at the item reliability (validity indicator) which is indicated by the value of the loading factor. The factor loading value less than 0.5 will be omitted in the model and if the factor loading value is more than 0.5 then it has good validity. For research in the early stages of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient. The factor loading significance test can

be done with t statistic or p-value, if the t statistic value > 1.96 and p-value < 0.05 then it has significant validity.

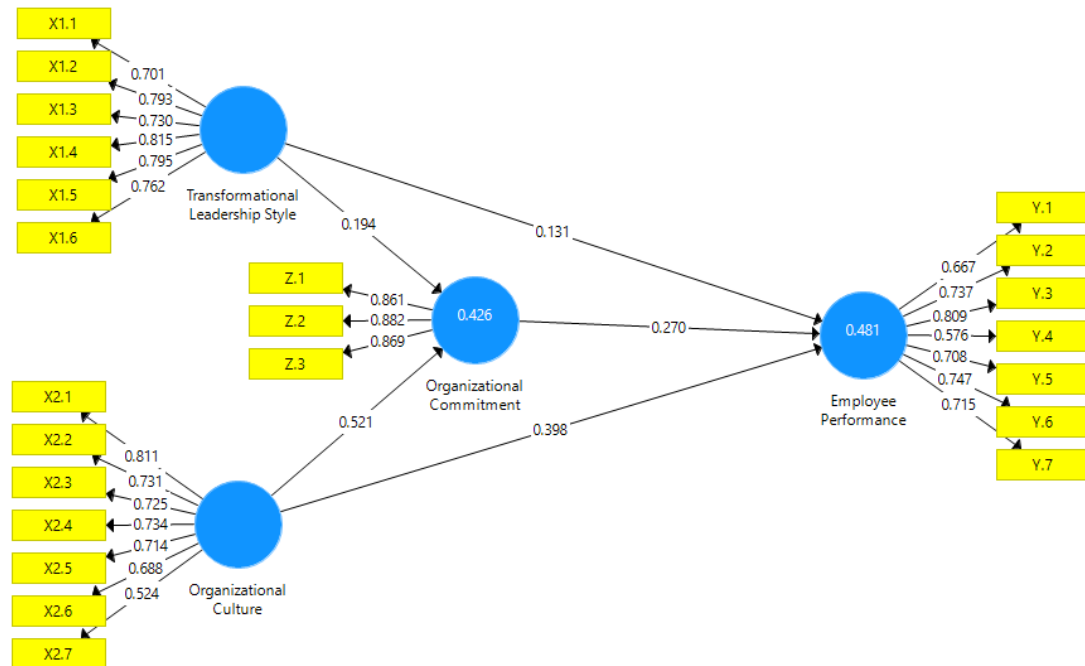


Figure 2. Construct Reliability dan Validity

A validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that will be measured by the questionnaire. The validity of the instrument can be proven by some evidence. This evidence includes content, otherwise known as content validity or content validity, constructively, otherwise known as construct validity, and criteria, otherwise known as criterion validity (Yusup, 2018). From the outer loading image, the respondent validity test in this study was by the existing criteria and was valid.

2) Reliability Test

Sugiyono (2013) said that a reliable instrument is an instrument that, when used several times to measure the same object, will produce the same data. Reliability tests were carried out on the outer model, including Composite Reliability, which is data that has a value > 0.7 has high reliability, Cronbach Alpha, namely the reliability test results are strengthened by the Cronbach alpha value and the expected value is > 0.7 for all constructs, Average Variance Extracted (AVE), this value describes the magnitude of the variance and the expected value > 0.5.

Based on the results of respondent data processing and outer loader images, respondents from this study were reliable and answered the questionnaire questions consistently and the accuracy of the data from respondents deserved to be tested in hypothesis testing.

3) Structural Testing (Inner) Model

The inner model analysis is carried out to ensure that the structural model built is robust and accurate. The evaluation of the inner model can be seen from several indicators including:

4) Koefisien Determinasi (R2)

The coefficient of determination is the square of the correlation coefficient (R2) which is related to the independent variable and the dependent variable (Saputri, 2016). In regression analysis, the coefficient of determination is used as the basis for determining the effect of the independent variable on the dependent variable. The formula used is $KD = R2 \times 100\%$. The point is to measure how much the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero to one. From the coefficient value obtained from the data processing of this study, it was obtained that R2 was 0.481 employee performance and 0.426 organizational commitment.

From the coefficient of determination (R2) 0.481, it means that transformational leadership style and organizational culture on employee performance contributed 0.481 or 48.1% while the rest was influenced by other factors outside of this study. The value of the coefficient of determination (R2) 0.426 means that the mediation of organizational commitment to transformational leadership style and organizational culture on employee performance contributes 0.426 or 42.6% while the rest is influenced by other factors outside this study.

5) Hypothesis Testing

Hypothesis testing is a test that includes the significance value of each path coefficient which states that there is a significant or insignificant effect between constructs. This structural model test is used to test the hypothesis between the research variables and can be seen from the P-value and T statistic value. If the T statistic is > 1.96 then the effect is significant or if the P-value < 0.05 means the effect is significant (Angelini, 2018).

Table 2
Path Coefficient, Hypothesis Testing Results

| Hypothesis | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values |
|--|-----------------|-------------|--------------------|--------------|----------|
| Organizational Commitment -> Employee Performance | 0.270 | 0.267 | 0.056 | 4.805 | 0.000 |
| Organizational Culture -> Employee Performance | 0.398 | 0.405 | 0.071 | 5.603 | 0.000 |
| Organizational Culture -> Organizational Commitment | 0.521 | 0.522 | 0.047 | 11.116 | 0.000 |
| Transformational Leadership Style -> Employee Performance | 0.131 | 0.133 | 0.070 | 1.891 | 0.059 |
| Transformational Leadership Style -> Organizational Commitment | 0.194 | 0.197 | 0.057 | 3.419 | 0.001 |

Table 3
Specific Indirect Effect Hypothesis Testing Results

| <i>Hypothesis</i> | Original Sample | Sample Mean | Standard Deviation | T Statistics | P Values |
|--|------------------------|--------------------|---------------------------|---------------------|-----------------|
| Organizational Culture -> Organizational Commitment -> Employee Performance | 0.141 | 0.139 | 0.031 | 4.511 | 0.000 |
| Transformational Leadership Style -> Organizational Commitment -> Employee Performance | 0.053 | 0.053 | 0.020 | 2.634 | 0.009 |

Table 4
Outer Model Hypothesis Testing Results

| No. | Employee Performance | Organizational Commitment | Organizational Culture | Transformational Leadership Style |
|------|----------------------|---------------------------|------------------------|-----------------------------------|
| X1.1 | | | | -1.000 |
| X1.2 | | | | -1.000 |
| X1.3 | | | | -1.000 |
| X1.4 | | | | -1.000 |
| X1.5 | | | | -1.000 |
| X1.6 | | | | -1.000 |
| X2.1 | | | -1.000 | |
| X2.2 | | | -1.000 | |
| X2.3 | | | -1.000 | |
| X2.4 | | | -1.000 | |
| X2.5 | | | -1.000 | |
| X2.6 | | | -1.000 | |
| X2.7 | | | -1.000 | |
| Y.1 | -1.000 | | | |
| Y.2 | -1.000 | | | |
| Y.3 | -1.000 | | | |
| Y.4 | -1.000 | | | |
| Y.5 | -1.000 | | | |
| Y.6 | -1.000 | | | |
| Y.7 | -1.000 | | | |
| Z.1 | | -1.000 | | |
| Z.2 | | -1.000 | | |
| Z.3 | | -1.000 | | |

From the data in tables 2 and 3 above, to answer the proposed hypothesis, it is known that the proposed hypothesis is accepted and some are rejected. This shows that there are variables that have an effect and do not have an effect. The following are the results of the analysis related to the influence between variables according to the proposed hypothesis:

6) Transformational leadership style does not affect employee performance

The results of the path coefficient based on the T-Statistics value show that the effect of transformational leadership style on employee performance has a significance level of 1,891 so it is stated that transformational leadership style has no effect on employee performance and the hypothesis is rejected. The results of this study contradict the research conducted by Mangkunegara & Octorend (2015); Nguyen et al., (2017) which shows that there is an effect of transformational leadership style on employee performance. Leaders can influence employees to follow directions and have high expectations for their subordinates. But if employees cannot receive good direction from the leader, employees will work as they please and this will affect the employee's performance towards the company.

7) The influence of organizational culture on employee performance.

The results of the path coefficient based on the T-Statistics value indicate that the influence of organizational culture on employee performance has a significance level of 5,603 so it is stated that organizational culture has a positive and significant effect on employee performance and the hypothesis is accepted. Research conducted by Ratnasari et al., (2019); Rehman et al., (2018) shows that there is an influence of organizational culture on employee performance. Optimal organizational culture will create employees who have a high sense of responsibility towards the company. With the pattern that is used to be applied in the company, it will become the hallmark of the company and improve the performance of the employees themselves

8) The influence of organizational commitment on employee performance.

The results of the path coefficient based on the T-Statistics value show that the effect of organizational commitment on employee performance has a significance level of 4,805 so it is stated that organizational commitment has a positive and significant effect on employee performance and the hypothesis is accepted. This is by research conducted by Atika et al., (2019); Rehman et al., (2018); ShahidaParveen (2019) which shows that there is an influence of organizational commitment on employee performance. Employees have an important role in every company. Organizational commitment can create harmony between employees and the organization so that employee performance will increase and the company will grow.

9) The influence of transformational leadership style on organizational commitment.

Based on the T-Statistics value, it shows that the effect of transformational leadership style on organizational commitment has a significance level of 3,419 so it is stated that transformational leadership style has a positive and significant effect on organizational commitment and the hypothesis is accepted. In line with research conducted by (Njoroge, 2015) which states that there is an effect of transformational leadership style on organizational commitment and the influence of the organization on employee performance, namely in research conducted by (Atika et al., 2019; ShahidaParveen, 2019).

10) The influence of organizational culture on organizational commitment.

Based on the T-Statistics value, it shows that the influence of organizational culture on organizational commitment has a significance level of 11.116 so it is stated that organizational culture has a positive and significant effect on organizational commitment and the hypothesis is accepted. In accordance and in line with research conducted by Bagis et al., (2021) which gives the results of his writing, namely the influence of employee work culture on organizational commitment and the influence of commitment on employee performance as written in the research (Atika et al., 2019; ShahidaParveen, 2019).

11) Organizational commitment can mediate organizational culture on employee performance

The results of the specific indirect effect based on the T-Statistics value show that organizational commitment can mediate the influence of organizational culture on employee performance because it has a significant level of 4,511 so the hypothesis is accepted. Every company innovation must be acceptable to the employees themselves. If employees don't want to make changes and don't want to take risks, the company will lose competitiveness with other companies. Because every time the company's external changes continue and employee performance is required to be able to adapt to changes outside the company's internal.

12) Organizational commitment can mediate transformational leadership style on employee performance

The results of the specific indirect effect based on the T-Statistics value show that organizational commitment can mediate transformational leadership style on employee performance because it has a significant level of 2,634 so the hypothesis is accepted. Organizational commitment is created if employees are loyal to the company and are willing to listen to directions and input from the leadership. Employee performance will increase if employees are willing to adapt to ideas and policy changes from the leadership. Companies must keep abreast of the times and employees are required to be able to adapt to the changes that occur.

Conclusion

This study provides empirical evidence regarding the mediating effect of organizational commitment on the effect of transformational leadership style and organizational culture on employee performance. This study used a sample of 272 respondents, who were employees of PT. Cross Caraka Means. The results showed that:

- 1) Transformational leadership style does not affect employee performance. Leaders can influence employees to follow directions and have high expectations for their subordinates. But if employees cannot receive good direction from the leader, employees will work as they please and this will affect the employee's performance towards the company.
- 2) Organizational commitment can mediate organizational culture on employee performance. Employees who are loyal to the company will work optimally to advance the company. With the changes that occur outside and the current technological developments, employees can still adapt to these changes. This will make employee performance increase considering the competition outside is getting tougher.
- 3) Companies have their characteristics in running their business. These characteristics indicate that there are differences with other companies where if done optimally the employee's sense of responsibility for the work given will not burden the employee himself and improve the employee's performance.
- 4) The influence of organizational commitment on employee performance. Employees have an important role in every company. Organizational commitment can create harmony between employees and the organization so that employee performance will increase and the company will grow.
- 5) The influence of transformational leadership style on organizational commitment. The role of a leader is needed for the organization because the leader's policies determine the future of the organization. If the ideas and thoughts of the leader are implemented properly, the organization will also commit itself so that it has an impact on the progress of the organization itself.

- 6) The influence of organizational culture on organizational commitment. Organizational culture gives birth to a strong system if applied by all members of the organization so that organizational commitment remains focused and shows organizational development from time to time.
- 7) Organizational commitment can mediate transformational leadership style on employee performance. A leader must be able to make the right policies for the progress of the company and the welfare of employees. Employee performance will increase if the policies and directions from the leadership are oriented to the welfare of employees and the progress of the company. With the attention of the organization and leadership, employee performance will increase so that the company will grow rapidly.

Limitations And Future Research

Although researchers have tried to design and develop this research in such a way as to provide some useful insights about the mediating role of self-efficacy and organizational commitment, there are still many limitations in this study that still need to be improved in future research, including:

- 1) This study is cross-sectional which limits causal relationships between variables, longitudinal studies or experimental studies are suggested to cover the limitations of this study.
- 2) Our sampling is only from company employees not representative of all PPJK companies or forwarding limits the generalizability of the findings to a certain extent mainly due to different organizational culture settings. To generalize the findings of further research, different samples from different organizational culture backgrounds and research frameworks are suggested.
- 3) Researchers only focus on the mediating effect of organizational commitment on the effect of transformational leadership style and organizational culture on employee performance. However, future studies may consider other media variables to establish a strong relationship between transformational leadership and employee performance. In addition, although the researcher has tried to make maximum statements/questions to the respondents, there may be a possibility of general bias due to self-reporting of respondents which cannot be controlled by the researcher. Therefore, case studies are suggested to have more reliable information. In addition, different leadership styles may have different effects on employee performance, therefore, future research may consider comparing the effect of different leadership styles (Transformational vs. Transactional).

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