

THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE'S WORKING PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT

Adriani Kala¹lembang¹, Budi Eko Soetjipto², and Sutrisno³

Abstract: *This is an explanatory research with 300 respondents. The analysis method used is path analysis. The findings showed that there is a direct effect of the positive and significant correlation between transformational leadership on employee's working performance, there is a direct effect of the positive and significant correlation between transformational leadership on organizational commitment, there is no direct effect of organizational culture on employee's working performance, there is a direct positive effect and significant cultural organizations on organizational commitment, there is a direct positive effect and significant organizational commitment on the employee's working performance, there is an indirect positive effect and significant correlation between transformational leadership on employee's working performance through organizational commitment and there is significant indirect positive and significant correlation between organizational culture on performance employees through organizational commitment.*

Keywords: *Employee's Working Performance, Organizational Commitment, Organizational Culture, Transformational Leadership*

INTRODUCTION

Human resource is the company's most important asset for its role as the subject of implementing the policy and operational activities of the company. The source of power possessed by the company such as capital, methods and machines can not provide optimum results if it is not supported by qualified the human resources. Companies require employees who have a high working performance. A high working performance will be supported by organizational culture and leadership which are well implemented and accepted by all employees in an organization. Transformational leader believed to be able to bring better change and can improve performance of his employees. On transformational leadership, subordinates feel

¹. Universitas Negeri Malang, Indonesia Email: adriani.riny@gmail.com

². Universitas Negeri Malang, Indonesia Email: soetjiptobe@yahoo.com

³. Universitas Negeri Malang, Indonesia

trust, admire and respect the leadership, loyal, and willing to work hard for the company (in Timothy Bass, 2011: 102).

Culture is an implementation of the attitude to be a fusion between the values instilled companies in order to achieve corporate goal with employee perceptions in an attempt to survive in company. The organization culture is built up well in the company that will effect the behavior of employees which will further lead to job performance. With the formation of a good organizational culture will lead to more employees working in order to achieve higher performance. The organizational culture will enhance the high level of creativity (Sami, et al., 2011). In order to increase organizational commitment, employees will be involved to complete all the tasks and responsibilities. Building organizational commitment becomes more useful, because it can make the company as a pleasant place to work. Yenny and Joko (2011) stated that organizational commitment given to employees is one of the most influential variables on the level of performance of an organization. Organizational commitment shows an engagement force and loyalty to the organization. Organizational commitment demonstrates confidence, ability and strong desire to engage and maintain them selves in the organization, so it will be a component of effectiveness in improving employee's working performance. Based on the above explanation, this research entitle "The Effects of Transformational Leadership and Organizational Culture on Employee's working performance Through Organizational Commitment.

Research Questions

1. Does transformational leadership effect positively and significantly on Employee's working performance?
2. Does transformational leadership effect positively and significantly on organizational commitment?
3. Does organizational culture effect positively and significantly on employee's working performance?
4. Does organizational culture effect positively and significantly on organizational commitment?
5. Does organizational commitment effect significantly and positively on employee's working performance?
6. Does transformational leadership have indirect effect on employee's working performance through organizational commitment?
7. Does organizational culture have indirect effect on employee's working performance through organizational commitment?

LITERATURE REVIEW

Transformational Leadership

Transformational leadership moves beyond a simple exchange process. They create challenges and expectations as well as allowing other people to achieve higher levels of performance. Bass et al., (2003) described the transformational leadership by dividing into four factors, namely:

1. Charisma / idealized influence. These leaders are admired, respected, and trusted. The followers identify themselves and want to emulate their leader (in terms of employment). Leaders share the risk as long as in line with the existing ethics, principles, and values or norms.
2. Inspirational motivation. A leader motivates people by providing a challenge for their work to bear spirit, enthusiasm and optimism of individual and group. The leaders encourage followers to develop a future vision of them.
3. Intellectual stimulation. Leader stimulates his followers' effort to do more innovative and creative by asking assumptions, framing the problem and looked at the old situation in a new way. New ideas and solutions to a problem come from the followers.
4. Individualized consideration. Leaders pay attention on the need for achievement of followers by train or teach something. Followers are expected to have a higher potential. Creating new opportunities for learning in line and supported by a conducive atmosphere.

Organizational Culture

O'Reilly et al. (1991) showed that there are seven main characteristics which as a whole is the essence of organizational culture:

1. Innovation and risk taking. The extent to which employees are encouraged to be innovative and taking risks.
2. Paying attention to detail matters. The extent to which employees are expected to run precision, analysis, and attention to detail.
3. Out come orientation. The extent to which management focuses more on results than on the techniques and processes used to achieve these results.
4. People orientation. The extent to which decisions of the management in considering the effect of these results on people who are in the organization.
5. Team orientation. The extent to which the activities of the organization of working in teams rather than on individuals.

6. Aggressiveness. The extent to which people are aggressive and competitive rather than relaxed.
7. Stability. The extent to which the activities of the organization emphasizes the retention of the status quo in comparison with growth.

Organizational Commitment

Luthans (1992: 124) stated that an organizational commitment as: (1) a strong desire to become a member of a group, (2) the willingness high effort for the organization, (3) a belief and the acceptance of certain values and goals of the organization. In other words, Luthans (1992: 124) concluded that organizational commitment is an attitude of loyalty on the organization of workers and also a process of expressing your attention and participation to the organization.

Allen and Meyer (1990) proposed three form of organization commitment, namely:

1. Affective commitment, the emotional attachment, identification and involvement in an organization. In this case, the individual is settled in an organization because of his own accord.
2. Continuance commitment, in which the individual has a commitment based on a consideration of what should be sacrificed when he will leave the organization. In this case, the individual in an organization decided to stay to fulfill the needs.
3. Normative commitment, namely the belief individual on organization. The individual has responsibility to remain in an organization because he feels obliged to loyal to the organization.

Employee's Working Performance

Employee's working performance can be defined as the extent to which a person carrying out his responsibilities and duties (Singhetal, 1996). Performance is a real behavior that is displayed each employee as the resulting performance in accordance with its role within the company (Rival, 2004: 309). Bono and Judge (2003) and Singhet al (1996) suggested the use of an instrument that measures the performance of many specific aspects of behavior, such as innovative behavior, taking the initiative, the level of potential, time management, achievement of the quantity and quality of work, ability themselves to achieve the goal, relationships with colleagues, and knowledge of his company's products as well as competitor products (product knowledge).

The Relationship of Transformational Leadership on Employee's Working Performance

The research which was conducted by Sundi (2013) concluded that the transformational leadership has significant and positive effect on employee's working performance. Tatilu, et al (2014) mentioned that transformational leadership has an effect on employee's working performance which is quite effective applied to companies that want to grow. Pane and Astuti (2009) concluded that there is a significant effect on the performance of transformational leadership transformational implemented by the employees. The leadership was able to give effect to improve employee's working performance. The level of professionalism of leadership will bring the company able to compete in such a tight competition era. Maharani et al. (2015) in her research concluded that transformational leadership significantly effects on the performance of the employees, the stronger the leadership the higher employees' performance. Ekaningsih (2014) concluded that transformational leadership significantly effect employee's working performance, which means that transformational leadership can improve employee's working performance.

Relationship of Transformational Leadership on Organizational Commitment

Research conducted by Atmojo (2012) concluded that transformational leadership significantly effect organization. Wiza and Hlanganipai (2014) stated that there is a significant positive relationship between transformational leadership and organizational commitment. An effective leader can be trusted and may affect subordinate to motivate subordinates to remain in the organization and feel part of the organization. Bushra, et al (2001) in his research suggests that if a leader always encourage his subordinates to think innovatively, give training to subordinates, take wise decisions and help the subordinates to develop capabilities, it would increase the level of employee emotional attachment to their organization. Soegihartono (2012) concluded that the leadership has a positive effect on commitment. Leadership will increase the employees' commitment. Ismail et al. (2011) in his study explained that transformational leadership has significantly effect on organizational commitment. It shows that by implementing transformational leadership style in carrying out the work function will directly increase commitment. Tuna et al (2011) in his research concluded that transformational leadership increases the commitment and loyalty to organization. A leader with a level of confidence can be a role model for his subordinates in decision-making. A leader that communicates the mission, vision and goals of the organization can inspire trust and confidence of the subordinate. Through subordinate's trust on the leader means subordinates respect the leadership that will increase subordinates' commitment.

The Relationship of Organization Culture on the Employee's Working Performance

Research was conducted by Shahzad, et al (2013) concluded that there is a significant effect of organizational culture on employee's working performance. Kusumawati (2008) stated that organizational culture is an important factor in improving working satisfaction and employees' performance. Organizational culture can help to internalize the relationship which will leads effective organizational management. Based on research conducted by Awadh et al (2013) it is obtained information that in an organization, a strong culture can be effective management and owned efficient. Wanjiku and Agusioma (2014) in their study concluded that organizational culture has a great effect on the performance, such as determining things to do, the philosophy of the organization, stability and organizational performance. MS. Ahmad (2012) concluded that the ability to adapt and mission have positive values significantly on the working performance.

The Relationship of Organizational Culture on Organizational Commitment

Research conducted by Ghorbanhosseini (2013) concluded that there is significant effect of organizational culture on organizational commitment. Taurisa Ratnawati (2012) in her research showed that organizational culture has significantly effect organizational commitment. It shows that the stronger the culture of the organization, the higher employee organizational commitment. Manetje O and Martins (2009) in their research concluded that organizational culture effects the organizational commitment. The employees with a high affective commitment are more likely to maintain their relationship with their organization of the normative and continuance. With affective commitment of employees will have a sense of attachment and involve in the organization.

The Relationship of Organizational Commitment on Employee's Working Performance

Research conducted by Susanty et al, (2013) concluded that organizational commitment significantly affects the working performance. Rimpulaeng and Sepang (2014) in their research stated that workers with high commitment will tend to be in accordance with the goals and values of the organization; it will provide more business to the organization and seeks to provide benefits to the organization. This shows that employees with high commitment will be responsible in their job. It is also appropriate that were dictated by Memari et al (2013) that organizational commitment has significant and positive effect on the performance of the employees where employees feel comfortable in

their work environment thereby increasing their commitment that affect the high performance. Ghoniyah and Masurip (2011) in their research concluded that when employees have a good level of commitment, then it will be easy to achieve organizational goals as planned. Employee commitment greatly affects the success or failure of the managed business. The research result done by Setyaningdyah et al. (2013) concluded that as a form of commitment, someone will survive in the organization. Someone will be active in a day-to-day activity as well as a willingness to work on the organization to achieve the goal. By having a definite purpose and values embraced can trigger a person to perform the task as much as possible for the benefit of the organization so as to increase working performance. Syauta et al. (2012) concluded that the commitment has its significant effect on performance. This shows that the high commitment will improve performance, with high commitment, devoting the whole mind, abilities and skills for the benefit of the company.

The Relationship of Transformational Leadership on Employee's Working Performance through Organizational Commitment

Toban's research results, et al, (2014) concluded that the effects of transformational and transactional leadership style on employee's working performance can increase mediated by organizational commitment. Yeh and Hong (2012) in his research concluded that organizational commitment mediates the relationship between leadership style and employee's working performance. A leader must pay attention to the commitment of subordinates. Strong commitment would increase productivity and performance. A leader must be able to communicate the values and objectives of the company, motivate subordinates and give appreciation to subordinates so that subordinates feel motivated to have a better performance. According to Chi et al (2007), organizational commitment mediates the relationship between transformational leadership and employee's working performance, which a leader gives an opportunity and confidence to his subordinates in decision making, responsible for doing the work that encourages subordinates to innovate to increase the commitment and performance of the employees themselves.

The Relationship of Organizational Culture of the Employee's Working Performance through Organizational Commitment

The research results by Patulak, et al (2013) concluded that there is a positive and significant effect between organizational cultures on employee's working performance that is mediated by organizational commitment. Idrus et al., (2014) in his research concluded that the commitment of the organization to

become mediators of the effect of organizational culture on employee's working performance. An organizational culture of this part of organizational life that shape the attitudes and behavior of its members, the culture can form the commitment of its members. Members of the organization who have a strong commitment will work with dedication so as to produce a good performance.

METHODS

This study is an Explanatory Research. The sampling technique used is proportional random sampling with 300 respondents. The data was collected through interviews, questionnaires and documentation. Then, the obtained data is analyzed by using path analysis.

The equations of the model in this study is:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e$$

$$Y = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Z + e$$

Description:

Y = employee's working performance

β = Constanta

X_1 = transformational leadership

X_2 = organizational culture

Z = Organizational commitment

e = error level in a research

FINDINGS

Respondents in this study are senior general manager, general managers, managers, engineers, supervisors, leaders (16%), and employee (84%). Majority of the educational background of the respondent (84%) are senior high school, while bachelor degree is 11%. 35, 67% of respondents has seven to eleven years working experience, 32% of respondents has twelve to sixteen years working experience. 94,67% of the respondents are married. Approximately 80% of the respondents are male, and the rest are female. 49% of the respondents aged between 31-40 years and 27,67% of the respondents aged between 21-30 years.

Below are the statistic results to get path coefficient.

Table 1
The Analysis Result of Direct Effect from Transformational Leadership on Organizational Commitment

Variable	Coefficients			t	Sig
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
Constant	66.665	6.731		9.905	0,000
Transformational Leadership(X1)	0,290	0,133	0,121	2.182	0,030
Organizational Culture (X2)	0,190	0,041	0,255	4,590	0,000
R square	0,081				
e1	0,958				

Table 2
The Analysis Result of Direct Effect from Transformational Leadership on Employees' Working Performance

Variable	Coefficients			t	Sig
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
Constant	45.583	3.944		11.557	0,000
Transformational Leadership(X1)	0,205	0,068	0,169	3,010	0,003
Organizational Culture (X2)	0,033	0,022	0,088	1.532	0,127
Organizational Commitment (Z)	0,093	0,029	0,183	3,153	0,002
R square	0,086				
e2	0,956				

Table 3
The Detail of Direct and Indirect Effect

No	Description	Effect		Total
		Direct	Indirect	
1.	Transformational Leadership on organizational commitment	0,121		0,121
2.	Organizational Culture on organizational commitment	0,255		0,255
3.	Transformational Leadership on employees' working performance	0,169	through Organizational Commitment (0,022)	0,191
4.	Organizational Culture on employees' working performance	0,088	through Organizational Commitment (0,046)	0,134
5.	Organizational Commitment on employees' working performance	0,183		0,183

Figure 1: The Result of Path Analysis with significant coefficients only

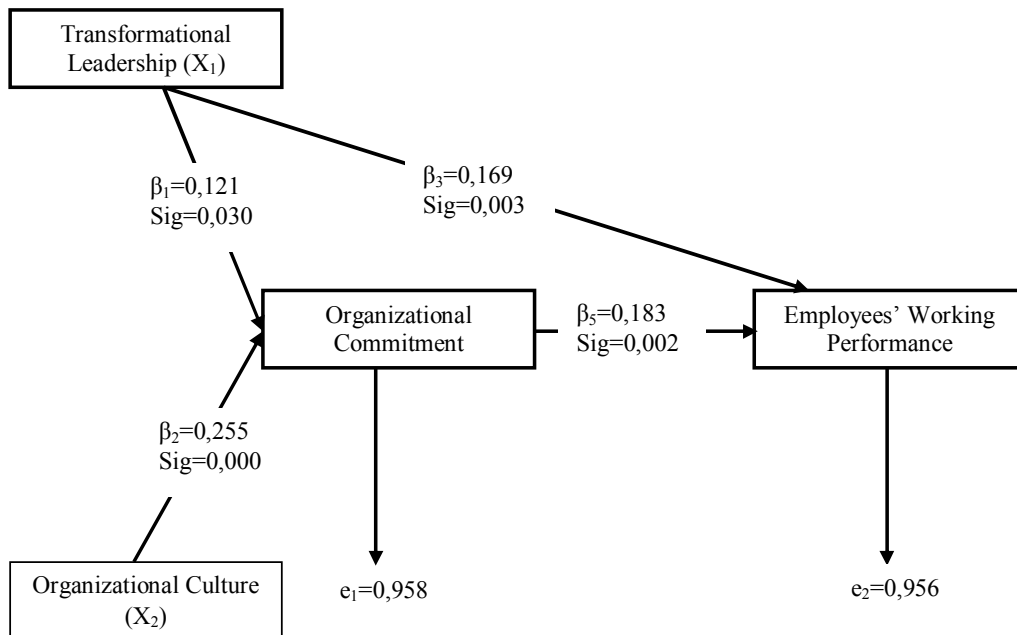


Table 3 shows the effect of all kinds of path variables in this study both directly, indirectly and total effect relationship. Based on observations, it is indicated that the effect of transformational leadership on employee's working performance is (0.169) greater than through organizational commitment (0,022). It means that the leadership would be better use a transformational to improve employee's working performance although unsupported by their commitment to the organization. The effect of organizational culture on employee's working performance (0.088) is smaller than through organizational commitment (0.134). It means that organizational culture will affect the performance of employees is higher with high organizational commitment.

DISCUSSION

The Effect of Transformational Leadership on Employees' Working Performance

There is a direct effect which has a positive and significant correlation between transformational leadership on the performance of employees. Thus, the hypothesis is that transformational leadership has positive effect on employee's working performance and can be accepted. Transformational leader who has in sight far ahead and trying to improve and develop the organization not only for today but also for the future. Robbins and Judge (2014: 261) reveal that transformational leaders inspire followers to put aside their own interests for the sake of the organization and the ability to effect the depth and outstanding against the subordinate. The result of this study are similar to Sundi study (2013) which mentioned that there is a positive and significant effect between transformational leadership on employee's working performance. Likewise, the results of research done by Tatilu, et al (2014), Pane and Astuti (2009), Maharani et al (2015) and Ekaningsih (2014).

The Effect of Transformational Leadership on Organizational Commitment

There is a direct effect and significant correlation between transformational leadership on organizational commitment. Thus, the hypothesis "transformational leadership has significant positive effect on organizational commitment" and can be accepted. The effective leader is able to demonstrate how the goal can balance the commitment aspects and values of members, groups, leaders, and organizations in an basic agreement. Finding of this study are similar to research of Atmojo (2012) Wiza and Hlanganipai (2014), Bushra, et al (2001), Soegihartono (2012), Ismail et al (2011) and Tuna et al (2011) that concluded transformational leadership has significantly effect on the organization performance.

The Effect of Organizational Culture on Employee's Working Performance

There is no direct effect positive and significant correlation between organizational culture on employee's working performance. Thus the hypothesis "organizational culture in a positive and significant effect on the performance of employees" rejected. The finding of this study do not support research Shahzad et al (2013).

The Effect of Organizational Culture on Organizational Commitment

There is a direct effect which has a positive and significant correlation between organizational culture on organizational commitment. Thus, the hypothesis stated that organizational culture has a positive and significant effect on organizational commitment can be accepted. Strong organizational culture brings a positive effect to the employee and the organization, where members of the organization holding greater commitment on the values set by organization. Many members of organizations receiving core values, approve the ranks of importance, and feel very attached to him, the more powerful the culture (Robbins 1998), It means that the employee receives the core values of the company and the greater their involvement with these values, the stronger the culture. The results are consistent with research of Masoud Ghorbanhosseini (2013) which concluded that organizational culture affects significantly the organizational commitment. Thus, it also related with research done by Aurisa and Ratnawati (2012), Pratama (2012) and Manetje O and Martins (2009).

Effect of Organizational Commitment on Employee's working performance

There is a direct effect which has a positive and significant correlation between organizational commitment to employee's working performance. Thus, the hypothesis "organization commitment has a significant positive effect on employee's working performance is acceptable". In organizational commitment included an element of loyalty to the organization, involvement in work and the identification of the values and goals of the organization. The findings are consistent with research of Susanty et al, (2013) that conclude that organizational commitment significantly effect employee's working performance. As well as research Rimpulaeng and Sepang (2014), Memari et al (2013), Ghoniyah and Masurip (2011), Setyaningdyah et al (2013) and Syauta et al (2012).

Indirect Effect of Transformational Leadership on Employee's Working Performance through Organizational Commitment

There is no indirect effect between transformational leadership on employee's working performance through organizational commitment. Thus, the hypothesis that state transformational leadership has indirect significant effect on employee's

working performance through organizational commitment is rejected. It is due to a direct effect that is greater than the indirect effect. The results of this study do not support research done by Toban et al (2014) which stated that the effect of transformational and transactional leadership style on employee's working performance can increase mediated by organizational commitment. Likewise, research Chi et al (2007) which stated that organizational commitment mediate the relationship between transformational leadership on employee's working performance. This is because the characteristics of a transformational leader who implemented well. A Leader with a clear vision makes employees feel comfortable, has charisma, has a great motivational and creative ideas in solving the problems is able to stimulate the morale of the employees which resulted in improving the performance of employees.

The Indirect Effect of Organizational Culture on Employee's Working Performance through Organizational Commitment

There is no direct effect between organizational cultures on employee's working performance through organizational commitment. Thus, the hypothesis that state There is indirect effect of organizational culture on employee's working performance through organizational commitment is accepted. Organizational culture can establish employee behavior that affects the performance of employees. Cultures also can increase employee commitment to the company's mission and strengthen standards of conduct to control employees to carry out their duties and responsibilities effectively and efficiently to achieve the goals and objectives of the organization. This findings are consistent with the results of the study Patulak, et al (2013) that concluded there is a positive and significant effect between organizational culture on employee's working performance which is mediated by organizational commitment.

CONCLUSION

1. There is a direct effect which has a positive and significant correlation between transformational leadership on employee's working performance, it means that the stronger the transformational leadership that will improve the performance of employees. It can be seen from the attitude of the employees who respect and believe in the leadership because he has a clear vision that is able to boost the morale of the employees as well as a leader of low Profile.
2. There is a direct effect which has a positive and significant correlation between transformational leadership on organizational commitment; it means the power of transformational leadership will increase employees' organizational commitment. It can be seen from the attitude of loyal employees.

3. There is no direct effect of organizational culture on employee's working performance.
4. There is a direct positive effect and significant of organizational culture on organizational commitment, it means that a good organizational culture will create a good organizational commitment. Employees although always face the risk of heavy burden, but employees remain committed to not leaving the company.
5. There is a direct positive effect and significant organizational commitment to employee's working performance, this means that the strong commitment will improve the performance of employees. It is seen that employees are willing to do their best for the company.
6. There is an indirect positive effect and significant correlation between transformational leadership on employee's working performance through organizational commitment. It means that the commitment of the organization does not act as an intervening variable, which means that the performance of employees will continue to increase even without organizational commitment because the strong characteristics created by transformational leadership can improve employee's working performance.
7. There is an indirect positive effect and significant correlation between organizational culture on employee's working performance through organizational commitment, it means that organizational commitment serves as an intervening variable that can improve employee's working performance, with a strong commitment that will improve the performance of employees.

RECOMMENDATION

a. Based on the above conclusions, below are the recommendation

1. For Company
 - a. The company should further enhance the existing organizational culture and socializes on subordinates not only fellow leaders or existing staff. The leaders and subordinates who have long devotion should introduced organizational culture to new employees so that they can jointly harmonize culture because the culture that is able to be implanted in each employee is able to improve the work.
 - b. The need to increase cooperation both among fellow members of the team or any other team member.
 - c. The commitment of each employee is in dispensable for improving the performance of employees, therefore, the characteristics of transformational

leadership and strong organizational culture must be created as good as possible to achieve the company's goals.

2. For the Researchers

- a. Future researchers need to add other variables that can effect the organizational commitment and employees' working performance
- b. Future researchers should conduct research on the object of extensive research by using wider object on private-owned enterprises and government-owned companies.
- c. They should use relevant variables in improving the performance of employees and it is possible to add a larger number of samples.

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