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TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE AND ORGANIZATIONAL COMMITMENT IN FORMING PERFORMANCE IN SECRETARIAT EMPLOYEES DPRD SURAKARTA

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Abstract-Human resource management is one of the functions of the organization, and when the function is running well, the organization is expected to strive for employees to provide optimal performance in accordance with the expected. Factors that may affect employee performance are transformational leadership, organizational culture and organizational commitment. Transformational leadership is a state in which employees feel trust, admiration, loyalty, and respect for their leaders. Organizational culture is the norm, belief, attitude and philosophy that embraced someone in achieving organizational goals. Organizational commitment is a psychological state that characterizes the relationship of employees with the organization and that affects employees will remain in the organization or not. The object of this research is Secretariat Staff of DPRD Surakarta. Based on presurvey in Secretariat DPRD Surakarta has a phenomenon of human resources problems, namely: the leader can not be a good example for employees, there are leaders who often come late, not obey the rules set. Employees have difficulty completing tasks on time, so the job becomes ineffective. Employees are also less confident about the organization, because of the lack of rewards for employees who have good performance.

Keywords: Transformational leadership, Organizational culture, Commitment organization, Employee performance

Abstraksi-Manajemen sumber daya manusia adalah salah satu fungsi organisasi, dan ketika fungsinya berjalan dengan baik, organisasi diharapkan berusaha agar karyawan dapat memberikan kinerja yang optimal sesuai dengan yang diharapkan. Faktor-faktor yang dapat mempengaruhi kinerja karyawan adalah kepemimpinan transformasional, budaya organisasi dan komitmen organisasi. Kepemimpinan transformasional adalah keadaan di mana karyawan merasa percaya, mengagumi, kesetiaan, dan menghormati pemimpin mereka. Budaya organisasi adalah norma, keyakinan, sikap dan filosofi yang merangkul seseorang dalam mencapai tujuan organisasi. Komitmen organisasi adalah keadaan psikologis yang mencirikan hubungan karyawan dan organisasi yang mempengaruhi karyawan akan tetap berada di organisasi atau tidak. Objek penelitian ini adalah Staf Sekretariat DPRD Surakarta. Berdasarkan presurvey di Sekretariat DPRD Kota Surakarta, ada sejumlah masalah sumber daya manusia, yaitu: pemimpin yang tidak memiliki contoh yang baik untuk karyawan, ada pemimpin yang sering datang terlambat, tidak mematuhi aturan yang ditetapkan. Karyawan mengalami kesulitan menyelesaikan tugas tepat waktu, sehingga pekerjaan menjadi tidak efektif. Karyawan juga kurang yakin tentang organisasi, karena kurangnya penghargaan untuk karyawan yang memiliki kinerja yang baik.

Kata Kunci: Kepemimpinan transformasional, Budaya organisasi, Komitmen organisasi, Kinerja karyawan

INTRODUCTION

Organizations have their ways to improve positive employee's performance and giving good influence its organizations. Human resource management is one of the operational organization functions, when that function running well, the organization is expected to be able to manage their employee to give an

optimal performance. Performance is an output of the functions or an indicator of a work or profession within a period of time. Profession is the working result that is achieved by one based on the job requirement (Wirawan, 2009; Bangun, 2012). Job requirement is called as work standard, a level that is expected to be completed by specific job, compared to the goals to be achieved. Performance could be

affected by transformational leadership factor, organizational culture, and organizational commitment. Transformational leadership is a term where follower of a leader have the feeling of trust, admiration, loyalty, and respect to the leader, and motivated to achieve more than expected (Bass in Yukl, 2013). Leaders transform and motivate their followers by making them more aware of the importance of the working result, encourage them to emphasize the organizational interest over theirs.

Meanwhile, organizational culture is a norm, believe, attitude, philosophy embraced by a member of organization in achieving the organizational goals. Culture is a value system, believe, and unique norm which owned by the members of an organization (Graham in Siswadi, 2012). Organizational cultures are the values that become a base for human resources to perform their obligations and behaviour within the organization (Sembiring, 2012). Organizational commitment is a psychological circumstance that characterize the relation of the employee and the organization or the implication which affect whether the employee will stay in the organization or not, which is identified in three component, those are affective commitment, continuous commitment, and normative commitment (Zurnali, 2010). Richard in Sopiah (2008), organizational commitment is an identifying feels (trust against organizational values), involvement (willingness to try their best for the organization's interest, and loyalty to stay being the member of said organization) that is declared by the employee to the organization.

The formulation of the problem in this research are: 1) are transformational leadership, organizational culture affect organizational commitment? 2) are transformational leadership and organizational culture affect the performance of the employees? 3) is organizational commitment affect the performance of the employees? 4) is organizational commitment mediate the influence of leadership and organizational culture towards the performance of the employees?

LITERATURE REVIEW

Transformational Leadership

Transformational leadership is a term where the followers of a leader have the feeling of trust, admiration, loyalty, and respect to the leader, and motivated to achieve more than expected. A leader that gave consideration and individualized intellectual stimulation and have charisma (Bass in Yukl, 2013; Robbins & Judge, 2007). Transformational leadership is a charismatic leader and has a central role and strategic in bringing the organization to achieve their goals, they must have the skill to synchronize future vision with their subordinates, and enhance the needs of their subordinate to a level higher than what is needed.

Transformational leadership has four dimensions, those are:

- Charisma: giving vision and mission to achieve respect and trust.
- Inspiration: communicate the intended expectations and express the importance of the goals in a simple way.
- Intellectual stimulation: encourage intelligence and rationality and being careful in resolving the problem.
- Individualized consideration: giving personal attention, train and give suggestions (Rorimpandey, 2013)

There are 4 elements of transformational leadership: leader element, follower element, cooperation element, and decision element. Transformational leadership has characteristics of noticing the development and changes of the follower's achievement, whether it becomes better by organizational criteria or not. The leaders are developing trust and support of its follower to express all the potential they have (Iensuffie, 2010).

Organizational Culture

Organizational cultures refer to the mutual meaning which is embraced by the members of the organization so that an organization could be differentiated from other organization (Robbins in Sembiring, 2012). Organizational culture is a norm,

believe, attitude, and philosophy embraced by a member of an organization in achieving the organizational goals. Organizational cultures are values that become one's base in performing their obligations and behavior within an organization (Graham in Siswadi, 2012).

There are three stage of organizational culture, those are:

- a. Artifact, a cultural result that is visible and easy to be observed by a person or a group either within or outside the organization.
- b. Embraced believes and value, are ideals, goals, values, aspiration, ideologies, and rationalizations.
- c. Basic assumption, implied assumption that guide an organization to act, and to share to the member so they could see, think and feel (Schein, 2010).

Organizational culture is able to set limits to differentiate, able to shape the organization identity and personality identity of members of the organization, able to facilitate the creation of organization commitment, able to increase the stability of social system attachment, and able to function as a mechanism of making meaning and symbols of the control of the organization members behavior. While the function of organizational culture are: setting limits, being the identity of the organization members, facilitate the emergence of commitment, enhancing social stability to unify the organization, and being a control to guide and shaping the attitudes and behavior of members (Robbins in Pabundu Tika, 2006).

There are six characteristics to understand and measure the culture of the organization, namely: identity and individual initiative, tolerance to high-risk behavior and conflict management support, control devices, reward systems, and communication patterns (Robbins in Pabundu Tika, 2006). There are some assessments can be used to know if the organizational culture was strong, those are: togetherness, the role of leader and the degree of intensity (Muchlas, 2005).

Organizational Commitment

Organizational commitment is a strong desire to persist as a member of the

organization, a desire to strive according to organizational desires, certain beliefs, and acceptance of values and realize organizational goals to be achieved within the organization. A psychological state that characterizes an employee's relationship with the organization or its implications that affects employees will persist within the organization or not, can be identified in the three components: affective commitment, continuance commitment, and normative commitment (Luthans, 2006; Zurnali, 2010; McShane & Voglinow, 2008; Robbins & Judge, 2009). Organizational commitment is a psychological bond of members to an organization. It is characterized by a strong belief and acceptance of the organization's goals and values, the willingness to strive for the achievement of organizational interests, and a strong desire to maintain organizational membership.

There are four factors that influence organizational commitment, namely: personal factors, job characteristics, structure characteristics, and work experience (David in Sopiiah, 2008). Then, the three indicators used to measure organizational commitment are:

- a. Affective components, emotional feelings for the organization and value beliefs
- b. Normative component, commitment to persist in organization for moral or ethical reasons
- c. Sustainable components, economic value gained to survive compared to leaving the organization (Robbins & Judge, 2008; Meyer et al, 1993).

Employee Performance

Performance is the result of a job a person achieves based on job requirements, the level expected to be completed and compared against the goal to be achieved. Performance is the work achieved by a person in carrying out the tasks charged based on the skills, experience, sincerity and time. Performance is the appearance, the work achievement of quality and quantity whether finished by individuals or groups, not limited to members who have functional or structural positions but overall members in the organization (Bangun, 2012; Hasibuar, 2006; Ilyas, 2005). Performance is the result achieved by a person

in carrying out his duties and responsibilities according to standard measurement applicable to each organization.

Several factors that affect performance are ability factors (consisting of: potential ability and ability of reality) and motivation factor. Factors affecting performance can be sourced from the individual internally and externally. Performance appraisals are useful for determining appropriate job training needs, providing appropriate responsibilities, as a basis for determining policies i¹³ promotion or determination of benefits. Performance appraisal refers to a formal and structured system used to measure, assess and influence work-related characteristics. The purpose of performance appraisal to improve and improve the performance of the organization through improving the performance of human resources, to improve or develop job description that has been given in accordance with the ability of employees (Mangkunegara, 2005; Fadel, 2009).

RESEARCH METHODS

This research uses survey method. The survey was conducted at the Secretariat DPRD Surakarta. The types and sources of data used are qualitative and quantitative data, primary and secondary data. The target population in this study is 32 employees worked in Secretariat DPRD Surakarta. The populations will be taken into samples, so the sampling method uses the sensus method.

Method of data collection is using questionnaires, by giving a list of closed and open statement to the respondent. The scoring on the questionnaire is based on the Likert scale criteria with score 5, and the scaling start from strongly disagree to strongly agree. Test of research instruments using validity

and reliability tests. The classical assumption test is performed before the data analysis and technical data analysis is using Sobel test. The statistical tests that used in this study are validity test and reliability test. Classical assumption test has been done before data collection. The data analysis method is Sobel test.

RESULTS AND DISCUSSION

Respondent Criteria

The criteria of respondent obtained are: 1) Bachelor level are 22 people (68,75%), 2) male respondent are 20 people (62,50%), 3) married are 19 people (59,375%), 4) age 21-30 years old are 14 people (43,75%), 5) work experience 1-10 years are 18 people (56,25%).

Result of Statistical Test

The¹² result of statistical test is valid, because p value < 0,05 so the instrument of this study is appropriate to use. The result of reliability test is reliable because Cronbach Alpha > 0,60. The result of reliability test for every variable is 0,792 for transformational leadership; 0,747 for organizational culture; 0,806 for organizational commitment; and 0,801 for employee performance.

Classical Assumption Test ¹²

The result of classical assumption test (multicollinearity test, autocorrelation test, heteroscedasticity test and normality test) is valid, so hypothesis test can be conducted.

Hypothesis Test

³ Hypothesis test is done by analyzing the influence of transformational leadership, organizational culture towards performance through organizational commitment.

⁹ Table 1. Test Result Model 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.063	7,745		0,137	0,892
1 X ₁	0,785	0,351	0,399	2,236	0,033
X ₂	0,316	0,334	0,169	0,946	0,352

Source: Tested Data, 2018

The result of hypothesis 1 and hypothesis 2 test can be explained by the following:

1. There are influence of transformational leader (X_1) towards organizational commitment (Y_1) by p value $0,033 < 0,05$; therefore **hypothesis 1 is supported**. This finding is supporting previous studies by Muhammad Fauzi, Moch Mukeri Warso and Andi Tri Haryono (2016), Ahmad Mubarak and Susetyo Darmanto (2015), Shinta Haryanti (2015), Robertus Gita and Ahyar Yuniawan (2015) that shows transformational leadership has influence towards organizational commitment. This finding also support previous study by Bass in Yukl (2013) that transformational leadership, a condition of where the follower of the leader have a feeling of a trust, admiration, loyalty, and respect

towards leader and have motivation to do something more than expected.

2. There are influence of organizational culture toward (X_2) organizational commitment (Y_1) by p value $0,352 > 0,05$; therefore **hypothesis 2 is not supported**. This finding is not supporting previous studies by Muhammad Fauzi, Moch Mukeri Warso and Andi Tri Haryono (2016), Ahmad Mubarak and Susetyo Darmanto (2015), Shinta Haryanti (2015), Robertus Gita and Ahyar Yuniawan (2015) that shows organizational culture has influence toward organizational commitment. This finding is not in accordance with Robbins theory (2005) that organizational culture defined as the general perception that firmly held by organization members and into a system that has a sense of togetherness.

Table 2. Test Result Model 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	1,190	3,067		0,388	0,701	
2	X_1	0,181	0,150	0,176	1,205	0,238
	X_2	0,590	0,134	0,600	4,396	0,000
	X_3	0,077	0,074	0,146	1,045	0,305

Source: Tested Data, 2018

The result of hypothesis 3, hypothesis 4, hypothesis 5 test can be explained by the following:

3. There is an influence of organizational commitment (Y_1) towards employee performance (Y_2) by pvalue $0,305 > 0,05$, therefore **hypothesis 3 is not supported**. This finding is supporting previous research by Muhammad Fauzi, Moch Mukeri Warso Andi Tri Haryono (2016), Ahmad Mubarak, Susetyo Darmanto (2015), Shinta Haryanti (2015), that shows organizational commitment has influence on employee performance. This finding is also not in accordance with Zurnali's theory (2010) that organizational commitment is a physiological condition that characterize the relation of employee and organization.
4. There is an influence of transformational leadership transformasional (X_1) towards employee performance (Y_2) by p value $0,238 > 0,05$; therefore **hypothesis 4 is not**

supported. This finding is not supporting previous studies by Muhammad Fauzi, Moch Mukeri Warso and Andi Tri Haryono (2016), Ahmad Mubarak and Susetyo Darmanto (2015), Robertus Gita, and Ahyar Yuniawan (2015) that shows transformational leadership has an influence toward employee performance. This finding is not in accordance with Robbins's Theory (2010) which states that the leader succeeds in influencing his subordinates with his vision, instilling his charisma, motivating and inspiring, stimulating intellectual, creativity and respecting his employees, it is certain that the employee will work well, earnestly and loyally to the company to improve his performance.

5. There is organizational culture (X_2) influence on employee performance (Y_2) obtained from p value $0,000 < 0,05$ so **hypothesis 5 is supported**. The research finding supports the research done by

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Muhammad Fauzi, Moch Mukeri Warso and Andi Tri Haryono (2016), Ahmad Mubarak and Susetyo Darmanto (2015), Shinta Haryanti (2015), Robertus Gita and Ahyar Yuniawan (2015) which stated that organizational culture takes effect on employee performance (Y_2). The research is in accordance with theory Wirawan (2007) which stated that organizational culture is the success key of a company in attaining its goals, where good organizational culture will improve satisfying employee performance.

The hypothesis 6 and hypothesis 7 testing using Sobel test obtained results:

6. There is transformational leadership (X_1) influence on employee performance (Y_2) with organization commitment as the mediation (Y_1) obtained from t-value $(0,126) < t\text{-table } (1,96)$ thus **hypothesis 6 is not supported**. The research finding does not support the research done by Muhammad Fauzi, Moch Mukeri Warso and Andi Tri Haryono (2016), Ahmad Mubarak and Susetyo Darmanto (2015), Shinta Haryanti (2015), which stated that there is transformational leadership influence on employee performance with organization commitment as the mediation. This research is not in accordance with Wirawan's theory (2007) which stated that organizational culture is the success key of a company in attaining its goals, where good organizational culture will improve satisfying employee performance. An employee can hold the organizational values well, then it can be said that all qualities and grades of the organization are good.
7. There is organizational culture influence (X_2) on employee performance (Y_2) with organization commitment as the mediation (Y_1) obtained from t-value $(13,376) > t\text{-table } (1,96)$ thus **hypothesis 7 is supported**. The research finding support research done by Muhammad Fauzi, Moch Mukeri Warso dan Andi Tri Haryono (2016), Ahmad Mubarak dan Susetyo Darmanto (2015), Shinta (2015), which show that there is organizational culture influence on employee performance

through organization commitment. This research is in accordance with theory Graham in Siswadi (2012) which stated that organizational culture is norm, belief, attitude and philosophy which is embraced by someone in an organization to attain the organizational goals. Maximum performance will make employee more convinced to commit in an organization, and good organizational culture will make the employee take the right decision to commit in an organization.

CONCLUSION

The conclusion of this research is transformational leadership needs to be upgraded by approaching employee which is through giving reward to employee who has achievement and giving example related with work start time in order to make the employee more disciplined. Furthermore it is necessary to increase the organizational culture by paying attention to the organization's procedure operational standard, in case there is aberration done by employee then the leader should call the employee and immediately fix it so that there will be no aberration.

Employee will with stand in an organization or not, identified in three components that is affective commitment, continuous commitment, and normative commitment. The leader can establish good communication with employee related to tasks and responsibilities, and the leader can help employee who have difficulties to finish their work in order to improve the employee performance and enthusiastic to complete their tasks. In attempt to improve the employee performance, then the employee must have good awareness in finishing the given tasks in order to finish it on time and the organizational goals are attained. The leader can give example to employee in completing the given responsibilities and also having a high workplace morale so that the employee can commit to the organization. The leader must as well improve the organizational culture by instilling the organizational values as the employee's guide in completing their tasks to improve the employee performance.

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