

**PENGARUH KEPEMIMPINAN TRANSFORMASIONAL,
BUDAYA PERUSAHAAN, DAN MOTIVASI KERJA TERHADAP KINERJA
KARYAWAN DI PT. PLN (PERSERO) WILAYAH PADANG
SUMATERA BARAT**

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ABSTRACT

This research aims to determine and analyze the influence of transformational leadership, corporate culture, and work motivation on employee performance at PT. PLN (Persero) Region of West Sumatra Area Padang. This research is exploratory research with quantitative method. The sampling technique was conducted by the census method, with the sample number of 100 employees. This research uses Partial Least Squares-Structural Equations Modeling (PLS-SEM) with smartPLS 3 program. The results show that transformational leadership have positive but not significant effect to employee performance, Corporate culture have positive and significant effect to employee performance, and work motivation have negative but not significant effect to employee performance at PT. PLN (Persero) Region of West Sumatra Area Padang.

Keywords: *Transformational Leadership, Corporate Culture, Work Motivation and Employee Performance*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh kepemimpinan transformasional, budaya perusahaan, dan motivasi kerja terhadap kinerja karyawan pada PT. PLN (Persero) Wilayah Sumatera Barat Daerah Padang. Penelitian ini merupakan penelitian eksploratif dengan metode kuantitatif. Teknik pengambilan sampel dilakukan dengan metode sensus, dengan jumlah sampel 100 karyawan. Penelitian ini menggunakan. (PLS-SEM) dengan program smart PLS 3. Hasil penelitian menunjukkan bahwa kepemimpinan transformasional berpengaruh positif tetapi tidak signifikan terhadap kinerja karyawan, Budaya perusahaan berpengaruh positif dan signifikan terhadap kinerja karyawan, dan motivasi kerja berpengaruh negatif tetapi tidak signifikan terhadap kinerja karyawan pada PT. PLN (Persero) Wilayah Sumatera Barat Daerah Padang.

Kata kunci: Kepemimpinan Transformasional, Budaya Perusahaan, Motivasi Kerja dan Kinerja Karyawan

INTRODUCTION

PT. PLN (Persero) as a state-owned company in Indonesia that is in charge of supplying and regulating electricity supply. This company is also the only government-owned company that serves electricity services, therefore has a monopoly right to electricity sales in Indonesia based on Law 30 of 2009 concerning electricity (State Gazette of the Republic of Indonesia Number 133 of 2009) hereinafter referred to as Electricity law

PT. PLN (Persero) Padang Service and Network Area (APJ) is an electricity network service and service provider institution that operates directly under PT. PLN (Persero) Distribution of West Sumatra. Serving electricity network services in the area of Padang City with a total of 574,226 customers (2017). PT. PLN (Persero) Padang City Service and Network Area (APJ) is to encourage and support the implementation of PT. PLN (Persero) Distribution of West Sumatra that has been determined.

Community complaints about the service portrait of PT. PLN (Persero) Padang City Service and Network Area (APJ) can be seen from the statement of the Head of Padang City Kadin Rahim Mardanis in an interview with RRI at rri.co.id on October 25, 2017 stating that rotating blackouts have a fatal impact on regional economic activities where harming 3 thousand UMKM in Padang City. In addition, the information obtained at (Singgalang Daily, 2017) contains the West Sumatra Community, which is very disappointed with the performance of the State Electricity Company that extinguishes electricity.

This certainly has an impact on the company's performance in terms of service. Such performance conditions are certainly influenced by certain factors. There are several factors that affect the employee's performance. According to research conducted by Orabi (2016) the factors that influence employee performance are transformational leadership which consists of Idealized, Inspirational, Intellectual Stimulation, and Individual. Furthermore, research conducted by Idris et.al (2014) factors that influence employee performance are Motivation, Organizational Culture, and Transformational Leadership.

LITERATURE REVIEW

Effect of Transformational Leadership on Employee Performance

Kharis (2015) explains that transformational leadership style is one element that influences employee performance. Other research also proves transformational leadership can lead to higher performance in organizations to deal with transformation and update (Luthans, 2010). A person's ability to lead is needed to achieve the goals set by the organization. A successful leader is a leader who can influence his subordinates in working to achieve the goals set by the organization. According to Robbins and Judge (2013: 290) states transformational leadership is a leader who inspires his followers to set aside their personal interests for the good of the organization and they are able to have tremendous influence on their followers. Mohammad et al. (2010) explained that transformational leadership style has significant implications and is able to support employee performance.

H1: Transformational leadership has a positive and significant effect on employee performance.

Influence of Organizational Culture on Employee Performance

According to Ahmed and Shafiq (2014) organizational culture is a pattern of beliefs and values that are expressed in the form of norms or guidelines for organizational members in behavior and solving organizational problems. According to Nikpour (2016) that organizational culture influences performance, the better the organizational culture, the better the performance, the worse the organizational culture, the lower employee performance. As Brillawan (2015) has shown that in addition to leadership styles, factors that cannot be ignored are organizational culture. The better organizational culture applied in an agency is expected to increase employee performance, because basically the organizational culture is a rule that binds employees to behave and act according to rules that have been set and agreed upon together.

H2: Organizational culture has a positive and significant effect on employee performance.

Effect of Work Motivation on Employee Performance

George and Jones (2015) The existence of work motivation possessed by employees in the work will make employees able to produce performance in accordance with the expectations of the company to help companies achieve their goals. According to Kharis (2015) that the factors that can improve its performance, one of which is by increasing the work motivation of an employee who has high work motivation will produce high performance as well, in addition to the motivation or giving motivation of the organization to employees expected employees can be more enthusiastic in work which ultimately is expected to improve employee performance.

H3: Work motivation has a positive and significant effect on employee performance

RESEARCH METHODOLOGY

Population and Sample

The population in this study were all employees of PT. PLN (Persero) West Sumatra Region in particular the Padang Area which amounts to 100 people. This research uses probability sampling technique, which is saturated census sampling or sampling in which each population element has the same probability to be selected as a sample. Therefore, the sample in this study are all employees of PT. PLN (Persero) West Sumatra Region in particular the Padang Area which amounts to 100 people.

Research variable

Variables can be interpreted as everything that will be the object of research observation. Research variables are often also said to be factors that play a role in the events or symptoms to

be studied. In this study consists of two types of variables, namely the dependent variable (Y) is employee performance and the independent variable (X) is transformational leadership, organizational culture, and work motivation. In this study to measure employee performance, transformational leadership, and work motivation, the researcher used the indicators proposed by Kharis (2015) while to measure organizational culture using indicators from Ahmed and Shafiq (2014).

Processing Techniques Data

The steps taken in PLS analysis are testing the outer model, inner model and testing hypothesis. 3 criteria for assessing the outer model, namely convergent validity, discriminant validity and composite reliability. Inner model testing will see path analysis and analysis of goodness of fit.

DISCUSSION

The Effect of Transformational Leadership on Employee Performance at PT. PLN (Persero) West Sumatra Region Padang Area

Based on the hypothesis test in this study it was found that transformational leadership has a positive but not significant effect on employee performance at PT. PLN (Persero) West Sumatra Region Padang Area. This means that the use of transformational leadership styles that are getting better for employees will affect the performance of employees at PT. PLN (Persero) West Sumatra Region Padang Area. But on the contrary, if the improper use of transformational leadership style will have an impact on employee performance degradation. Thus, transformational leadership style is needed in leading employees at PT. PLN (Persero) West Sumatra Region Padang Area in order to have a high level of performance to help companies reach their goals. This is consistent with the findings made by Hasanuddin (2011) and Fajra (2011) which states that transformational leadership style has a positive but not significant effect on employee performance.

But the results of this study are not in line with research conducted by Mohammad et al. (2010) explained that transformational leadership style has significant implications and is able to support employee performance. From Table 4.4 above it is known that the average frequency distribution of transformational leadership variables is 3.15 from a scale of 5 with a TCR value of 63. This shows that transformational leadership is in the low category. This means that the leadership of PT. PLN (Persero) West Sumatra Region Padang area has not inspired its followers to put aside their personal interests for the good of the organization and they have not been able

to have extraordinary influence on their followers. This can be seen from employees who have not been able to realize the expectations of their leaders and leaders are still reluctant to issue ideas for organizational progress. That way, the leadership of PT. PLN (Persero) West Sumatra Area Padang Area has not been able to influence its subordinates in working to achieve the goals set by the organization.

The Influence of Organizational Culture on Employee Performance at PT. PLN (Persero) West Sumatra Region Padang Area

Based on the hypothesis test in this study found that organizational culture has a positive and significant effect on employee performance at PT. PLN (Persero) West Sumatra Region Padang Area. The results of this study are in accordance with Nikpour (2016) and Brillawan (2015) that organizational culture influences performance, the better the organizational culture, the better the performance, the worse the organizational culture, the lower employee performance because organizational culture is a rule that binds employees to be and act according to rules that have been set and agreed upon together.

The State Electricity Company (PLN) is a state company whose management is intended to serve the community. As a government company, PLN can be categorized as an electricity service company that relies on the quality of services provided to the public. PLN is also a company that produces electricity through its generating units. So PT PLN's organizational culture is serving with quality. Therefore, improving the quality and effectiveness of work becomes very important to improve employee performance in order to improve the welfare of its stakeholders, be it the government, management, consumers, suppliers, distributors and so on.

The concrete form of organizational culture can be seen in Table 4.5 where the average frequency distribution of organizational culture variables is 4.19 from a scale of 5 with a TCR value of 83.7 This shows that organizational culture is in a very high category that can be seen from the leadership encouraging employees to influence what happens outside the organization, openly and effectively discuss employee career development, create an environment that supports empowerment and risk taking, and provides honest feedback to employees.

Effect of Work Motivation on Employee Performance at PT. PLN (Persero) West Sumatra Region Padang Area

Based on the hypothesis test in this study found that work motivation has a negative effect but not significant on employee performance at PT. PLN (Persero) West Sumatra Area Padang

Area, this shows that the work motivation of the employees of PT. PLN needs to be increased again in order to improve their performance. From the results of this study it can be seen that work motivation is not enough to make employees have maximum performance in the work. This is in accordance with the results of research conducted by Kurniawan (2012) that employees work to achieve the specified target, only doing work because they are afraid of losing their jobs. So that there are a lot of deviations made by employees in the work that can make their performance not good for the company.

The results of this study are not in accordance with the research of George and Jones (2015) and Karim (2015) the work motivation possessed by employees in the work will make employees able to produce performance in accordance with company expectations to help companies achieve their goals. An employee who has high work motivation will produce high performance as well, in addition to the encouragement or giving motivation from the organization to employees, it is expected that employees can be more enthusiastic in working, which in turn is expected to improve employee performance.

If seen in Table 4.6 Average frequency distribution of work motivation variables is 3.21 from a scale of 5 with a TCR value of 64.3 This shows that work motivation is in the low category this can be seen from the leadership not yet able to develop new skills of employees, leaders have not maximally promoted employees to higher positions, and the need for employee salaries. For this reason, PLN must be able to encourage or provide motivation through the development of new capabilities of employees, promoting employees to higher positions and salary levels adjusted to the position and tenure so that employees are motivated to work and will have a positive impact on employee performance itself.

CONCLUSION

Based on the results of the analysis and discussion in the previous chapter, the following conclusions can be drawn:

Transformational leadership has a positive but not significant effect on employee performance at PT. PLN (Persero) West Sumatra Region Padang Area. This means that the use of transformational leadership styles that are getting better for employees will not affect the performance of employees at PT. PLN (Persero) West Sumatra Area Padang Area and vice versa.

Organizational culture has a positive and significant effect on employee performance at PT. PLN (Persero) West Sumatra Region Padang Area. This means that the organizational culture is getting better, the employee's performance is also increasing or vice versa.

Work motivation has a negative and insignificant effect on employee performance at PT. PLN (Persero) West Sumatra Area Padang Area, this shows that the work motivation of the employees of PT. PLN does not affect employee performance.

Implications, Limitation, and Future Research Directions

This research has implications in the field of human resources, especially in assessing the influence of transformational leadership, organizational culture, and work motivation on employee performance that is seen directly. It is known that transformational leadership is in the low category that can be seen from leaders who have not been respected, the leadership has not been able to communicate their expectations to employees, and leaders are reluctant to issue ideas in advancing organizational goals. For this reason, PLN leaders must be able to influence their subordinates so that organizational goals can be achieved, namely the leadership must be able to communicate expectations through the vision and mission to employees and issue ideas in advancing organizational goals.

Organizational culture is in a very high category that is implemented in the form of Leadership encourages employees to influence what happens outside the organization, Leaders openly and effectively discuss career development, and Leaders create an environment that supports empowerment and risk taking and the Leader provides feedback honest to its employees. This means that the organizational culture of PT PLN has been well implemented. Work motivation is in the low category which is seen from the leadership not being able to develop new skills of employees, leaders have not maximally promoted employees to higher positions, and the need for employee salaries. For this reason, PLN must be able to encourage or provide motivation through the development of new capabilities of employees, promoting employees to higher positions and salary levels adjusted to the position and tenure so that employees are motivated to work. Employee performance is in the high category. This can be seen from the employees completing the work with full accuracy, completing the work in accordance with company standards, on time in completing tasks, efficiency in work, and working without supervision by the leadership.

This research is still far from perfection, therefore in the future more developed by the next researcher. Some limitations in this study that can influence the results of the research are as follows This study was conducted to determine and analyze the influence of transformational leadership, organizational culture, and work motivation on employee performance so that the influence of other variables is unknown. This study is only based on data from the questionnaire

and does not use data collection methods with other techniques. Objects and research samples taken are limited to PT. PLN (Persero) West Sumatra Region Padang Area.

So, Further research is suggested to add variables that affect performance such as compensation, promotion opportunities, training and development. Subsequent research is expected to add and expand research objects and increase the number of research samples used so that the results of the research are more accurate and relevant. Adding data collection methods through direct interviews with each respondent in order to obtain more accurate facts about the conditions in the field.

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