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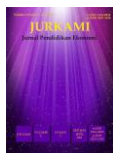
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**THE IMPACT OF ORGANIZATIONAL CULTURE AND
TRANSFORMATIONAL LEADERSHIP STYLE ON WORK MOTIVATION
TO ENHANCE EMPLOYEE PERFORMANCE**

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Abstract:

Employee performance is crucial to the company's ability to survive in the economic climate of the COVID-19 pandemic. This motivates PT Kwarsa Indah Murni's Glass Table Ware Industry to continue to enhance its performance. The purpose of this analysis is to gain a deeper understanding of how organizational culture and a transformational leadership style can inspire the 380 employees of PT Kwarsa Indah Murni to give their best work. Researchers used quantitative descriptive statistics. The study population was 380 employees of the PT Kwarsa Indah Murni. For data obtained using a questionnaire. In this analysis, 100 respondents took part, and 80 datasets totaled and eligible for analysis. The data was analyzed utilizing the Smart 3.0 Partial Least Squares (PLS) model. According to the analysis's results, organizational culture has an effect on employee motivation. Motivation at work is unaffected by a transformational leadership style. Employee performance is impacted by work motivation. Organizational culture has an impact on employee performance. Transformational leadership has an impact on employee performance as well

Abstrak:

Kinerja karyawan sangat penting bagi kemampuan perusahaan untuk bertahan dalam iklim ekonomi pandemi COVID-19. Hal ini memotivasi Industri Glass Table Ware PT Kwarsa Indah Murni untuk terus meningkatkan kinerjanya. Analisis ini bertujuan untuk mendapatkan pemahaman yang lebih mendalam tentang bagaimana budaya organisasi dan gaya kepemimpinan transformasional dapat menginspirasi 380 karyawan PT Kwarsa Indah Murni untuk memberikan karya terbaiknya. Populasi penelitian adalah karyawan pabrik kaca PT Kwarsa Indah Murni sebanyak 380 orang. Untuk data diperoleh dengan menggunakan kuesioner. Dalam analisis ini, 100 responden mengambil bagian, dan 80 kumpulan data berjumlah total dan memenuhi syarat untuk dianalisis. Data dianalisis menggunakan model Smart 3.0 Partial Least Squares (PLS). Berdasarkan hasil analisis, budaya organisasi berpengaruh terhadap motivasi kerja karyawan. Motivasi kerja tidak terpengaruh oleh gaya kepemimpinan transformasional. Kinerja karyawan dipengaruhi oleh motivasi kerja. Budaya organisasi berpengaruh pada kinerja karyawan. Kepemimpinan transformasional juga berpengaruh pada kinerja karyawan

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INTRODUCTION

Employee productivity is essential to a company's success in the COVID-19 economy and its ability to survive. Employee performance, work motivation, organizational culture, and transformational leadership. Employee performance is influenced by many variables, including organizational culture, transformational leadership, and motivation. It has been a long-standing practice to use organizational culture as a motivating factor to raise employee caliber and proficiency in order to meet predetermined objectives. Good organizational development is created from a strong organizational culture (Robbins, S.P., 2017), companies that have a strong organizational culture will be more resilient in dealing with the current situation (Yulistianto, A., 2020). Employees who are influenced by organizational culture have high loyalty, can adapt to company developments and will work regularly. Organizational culture has recently become important and much studied by researchers. According to analysis of the relationship between organizational culture and performance, which was conducted by Pawirosumarto, S., Sorjene, P.K., and Gunawan (2017), Jannah, M. (2016), Giantari, IA.I., & Riana, I.G. (2017), employee performance is impacted by organizational culture.

According to Robbins, S.P., and Judge, T.A. (2017), organizational culture is a system that is preserved from the founders of the organization's life philosophy and serves as a model for thinking and acting in order to accomplish organizational goals. The culture that develops is strong so that it can bring the organization to become better. Moorhead,

G., and Griffin, R.W. (2013), argue that organizational culture is a rule that will shape someone in the organization to understand what is permissible. This rule is sometimes communicated through stories and different symbolic ways. Xiaoming, C., & Junchen, X. (2012) stated that organizational culture can be the beliefs and behaviours of all employees. Belias, D., and Koustelios, A. (2014) define that organizational culture can be the rationale for dealing with and solving external and internal problems, which are considered applicable in the organization.

According to Luthans in Tika, M.P. (2014), the factors of togetherness and intensity are the main factors that determine the strength of organizational culture. The issue of proximity itself is a factor of work orientation, and rewards in the form of salaries, promotions and prizes are a factor of togetherness. While the intensity factor is how employees are committed to the core values of the organizational culture. Mission, consistency, adaptation, and engagement are four organizational culture indicators developed by Denison, D.R., & Mishra, A.K. (1995)

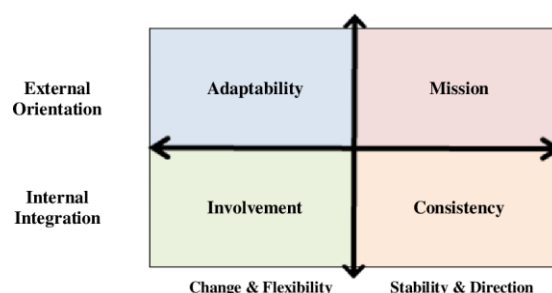


Figure 1

Theoretical Method Of Culture Traits

Source: Denison and Mishra, 1995

In the previous paradigm, research on leadership focused primarily on task completion, worker compliance, and the

idea of the dynamic relationship between leaders and followers. Now what is needed is how a leader can motivate and provide understanding to his followers to increase awareness of the organization's goals, and moral values in facing the challenges ahead. This leadership is known as the Transformational Leadership Style (Sun, R., & Wang, W. (2017); D'Auria, G., and Smet, A. (2020). A transformational leadership style influences employee behavior and attitudes. This leader will be able to increase employee confidence in the company and can motivate employees to produce better performance.

Burn's theory of transformational leadership was first in Korejan, M.M., & Shahbazi, H. (2016) to distinguish leaders who have a strong motivational relationship with their subordinates. According to Bass, B.M., & Avolio, B.J. (1993) in Pratini, P., & Utama, I.W.M. (2016) transformational leadership will form an organizational culture that supports employee performance. In particular, an environmentally conscious organizational culture respects employees as unique individuals and fosters creativity and capability for the benefit of the business. To accomplish organizational objectives, it is necessary to boost employee morale and apply a transformational leadership approach, which can inspire followers by earning their respect and trust and thereby encourage them to play a significant role in achieving organizational objectives (Atan, J.B., & Mahmood, N. 2019).

Transformational leadership can also encourage innovative behavior among employees, thereby improving employee performance. Joint leadership can help organizations achieve maximum profit in this situation because teamwork frequently

necessitates close cooperation among members based on their individual expertise (Choi, S.B., Kim, K., & Kang, S.W. 2017). Transformational leadership style is one that aims to alter subordinates' mindsets in order to support the organization's vision and goals, according to Cheung M.F. & Wong, C.S. (2011).

From the above opinion, the overall transformational leadership style can be a leader who has charisma and includes the main strategic role in realizing organizational goals. Transformational leaders even have the ability to align a long-term vision and fulfil the wishes of subordinates at a higher level. The traits of the transformational leadership style, according to Burn in Andriani, S., Kesumawati, & Kristiawan (2018), are that leaders and employees have a common goal, but their motivation and potential are different in achieving those goals. By articulating a vision and ultimately inviting followers to become leaders who take an active part in bringing about change, transformational leadership aims to create a system that is sustainable.

Motivation is a way to influence or spur a person or group of people so that they want to try to make everything as expected. Motivation is intended as a natural drive to satisfy and sustain life. Robbins, S.P., and Coulter, M (2013) say motivation can be a process that generates, directs, and maintains human behavior to achieve goals. Bauer, K.N., Orvis, K.A., Ely, K., & Surface, E.A. et al (2016) say motivation is an effort to achieve goals, through a process that produces one's strength, direction, and persistence. Persistence is how hard a person's efforts, which have been directed at a goal for the benefit of the organization. According to Hasibuan, H.M. (2019), motivation is the



things that change human behavior so that they eagerly want to work hard to achieve the best results. Zaman, R.T.Z.B., Muhammad, N., & Khanam, B. (2014), and Choong, Y. (2011) stated that motivation can be in the form of a desire that arises from a person to try to do something in order to achieve a goal. To spur employees to work as well as possible, it is necessary to accept efforts to extend work motivation (Choong, Y. (2011).

Leadership, colleagues, organizational conditions, work types, and challenges, organizational policies and regulations, as well as the presence of rewards from the organization in the form of money or non-money, are a few

variables that can affect work motivation. The final process of work motivation is the achievement of performance where managers motivate employees with the aim that the organization can achieve the expected performance (Sobirin, A. 2018). Indicators of work motivation according to McClelland (1987) can be measured by: Need for Achievement; Affiliate Needs; and Power Needs.

Research by Bass, B.M., and Avolio, B.J. (1993), Pratini, P., & Utama, I.W.M. (2016), and Sobirin, A. (2018) identifies idealized influence, inspirational motivation, intellectual stimulation, and individual consideration as indicators of transformational leadership style.

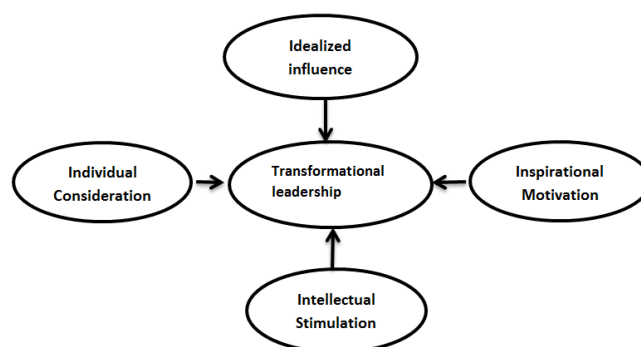


Figure 2
Four Elements Of Transformational Leadership Indicators
Source: Bass, B.M. & Avolio. B.J. (1993)”

The transactional leadership style is more suitable for delegating work to employees who have low work motivation because this leadership style applies the principle of "reward and punishment" in managing human resources (Budiman and Barata, 2018). A strong organizational culture can boost employee performance, and transformational leadership supports the development of leaders of the highest caliber. A strong organizational culture will be able to increase worker performance, and a transformational leadership style supports the quality of

leaders. Another thing to think about is the effort for workers to have high performance is motivation. According to Robbin, S.P. (2017), motivation is the propensity to work hard toward specific objectives, which is dependent on the flexibility of outcomes to meet different needs.

Employee performance, according to Onsardi, O., Wati, & Anjani, R. (2019) and Onsardi, O. (2019), is the outcome of the quality and quantity attained in a single activity or group of activities following training. While Hasibuan, H.M. (2019),

claims that a person's performance is the outcome of their labor in completing the tasks that have been assigned to them, supported by their abilities, experience, and sincerity. Performance is the end result of an employee's work based on skills, experience, and perseverance, according to various descriptions and expert opinions. Factors affecting performance, according to Hasibuan, H.M. (2019), ability and motivation are things that affect employee performance. Indicators of employee performance are measured by quantity, quality, punctuality, effectiveness, independence, and commitment, according to Robbins, S.P., and Judge, T.A. (2019); Tsui et al., in Mas'ud, (2004)

In this analysis, the authors focus on factory employee P.T. Kwarsa Indah Murni, who is engaged in the Glass Tableware Industry. This factory produces 24 hours per day without stopping for about 7 years until the melting furnace can no longer be used. The organizational culture of P.T. Kwarsa Indah Murni uses good management such as implementing the 5R or 5S concept from Kaizen management. All employees must understand that this is applied in the company, especially for the warehouse system for storing spare parts, which is neat and clean, and does not endanger employees. To serve large retail customers such as Walmart (USA), the company goes

through a series of audits, including a Security Supply Chain Assessment; a Social and Responsible Sourcing Audit; and Factory and Capability Audits. In 2017, P.T. Kwarsa Indah Murni has been certified ISO 9001: 2015 (UKAS Management System Certificate).

With the trade name KIM Glass, P.T. Kwarsa Indah Murni sells its goods primarily abroad, particularly to markets in Southeast Asia, the US, Japan, Mexico, Brazil, Argentina, and Turkey. PT Kwarsa Indah Murni, a producer of glass tableware, is currently one of the top producers in the world, which is in line with the company's vision. The company is not only dealing with the global economic constraints, but it is also having to deal with subpar employee performance, subpar product quality, and subpar product quantity. That the less than optimal performance during this pandemic was caused by several things, among others, First, employees were worried that they would be exposed to the COVID-19 disease because they had to keep going to work to serve production for 24 hours without stopping. Second, there are concerns that there will be a reduction in the workforce which will result in termination of employment (PHK) due to several production machines that must be stopped. This happens because there are several buyers who cancel orders

Table 1: Employee Turnover Table Period 2019 -2021

Year	Number of Employee	Number of Employee Quit	Percentage
2019	445	8	1.8%
2020	435	10	2.3%
2021	430	50	11,63%

Source: PT Kwarsa Indah Murni, 2022

According to the information above, in 2021, the percentage of employees who

have left or been expelled has increased compared to 2019. The number of



employees being reduced is because of the 7 production machines. There are 2 production machines and their operations have been discontinued. The reduced employees are unskilled employees and employees who have reached retirement age. The production machine operators will still be employed because it is

challenging to find replacement workers who are skilled at using the machines, willing to work in a hot environment, and familiar with the characteristics of each glass item that needs to be printed. The number of employees who leave will also result in a decrease in performance

Table 2: Performance Data”

	2019		2020		2021	
	Target	Reality	Target	Reality	Target	Reality
Pullout	40.320	38.304	40320	30.240	40320	24.192
Furnace	tons/year	tons/year	tons/year	tons/year	tons/year	tons/year
	100%	95%	100%	75%	100%	60%
Production	85%	82%	85%	75	85%	63%
Customer	100%	95%	100%	90%	100%	75%
Satisfaction						

Source: Primary Data, 2022

Because many production workers are retained, there are many people handling one production machine, as can be seen from the table above, indicating that the company's target has not been met. Employee performance suffers as a result of this inefficiency. The decline in employee performance is also a result of a lack of employee motivation to come up with fixes or suggestions for enhancements. The character of the employees of the glass factory production section is that they are less willing to learn to improve their knowledge of the latest better production techniques. According to the company's leadership, employees also do not want or are reluctant to attend training because they believe that what they have done is good and they are tired of working in hot places. They are also reluctant to teach or train new employees, except for friends they already know, such as relatives or from the same area. This happens a lot in every glass factory.

P.T. Kwarsa Indah Murni is a family company, managed by his own family. The culture brought by the founders of the company then becomes a formal part of the organization. The company is run in a way where one company leader handles all company operational activities such as marketing, which is held alone (without staff), production, engineering, PPIC, arrangement of goods out, purchasing of raw materials, and others. All decisions are handled alone. This is a bad thing because if the leader is unable to run the company anymore, it will cause chaos in operations. According to one of the company's leaders, to deal with changes in internal and external situations, the company will make changes to the organizational culture and hire leaders who have charisma and are respected by employees.

Based on the explanation above, this study aims to gain a deeper understanding of how organizational culture and transformational leadership styles can

inspire employees of PT Kwarsa Indah Murni to give their best work.

RESEARCH METHODS

The relationship between variables, the researcher will use quantitative descriptive statistics to test the hypothesis. According to Ghazali, I. (2016), descriptive analysis is a process in which researchers test hypotheses using descriptively described statistics. The results of this process are used to assess how clearly the variables are related to each other. While quantitative analysis is to test the theory by measuring the analytical variables after conducting a survey to respondents through a questionnaire that is made based on the indicators.

The analysis was carried out on employees of the PT Kwarsa Indah Murni glass factory located in Balaraja, Tangerang, with a population of 380 employees. To obtain data, an analysis was carried out in the field using primary data obtained from the first source, namely direct employees. Secondary data can be obtained from libraries, journals, and books.

To obtain data, the authors distributed questionnaires to 100 selected respondents. From the questionnaires that were returned there were 80 respondents who filled out the data properly and perfectly, thus the data could be analyzed.

Factory employees of P.T. Kwarsa Indah Murni who is the respondent in this analysis totaling 80 people. To obtain respondent data such as gender, years of service, based on age, and education, see the table below

The table above makes it clear that men make up the majority of respondents, which makes sense given that this

company is in a field that calls for heavy, hot work and three shifts. More than 50% of respondents have enough work experience, according to data on the respondents' length of employment. According to the respondents' educational information, the majority of them completed high school or a technical high school. Graduates from technical high schools are capable of working in manufacturing and engineering for those who cannot continue their education.

All questions in the survey were rated on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. A higher score on the scale indicates an increased presence of the variable in the organization. A higher score also indicates a higher level of perception of organizational performance. According to Sugiono (2016), the Likert Scale is used to measure the attitudes and opinions of a person or group towards social phenomena.

To obtain data, a field study was conducted using primary and secondary data. Primary data was obtained from respondents by distributing questionnaires to respondents. Secondary data were obtained from companies, and libraries in the form of journals and books.

RESULTS AND DISCUSSION

In this study, the Smart 3.0 partial least square (PLS) method was used. The advantage of the PLS model is that PLS is variance-based where the number of samples used does not need to be large, only about 30-100 samples, (Sabil, H.A. 2015). According to Ghazali, I (2016), the PLS method itself is an excellent analytical method, the sample size is small, and not many estimates are needed. PLS is a structural model that is applied to the case



of worker performance, where the endogenous latent variables used are employee performance, and also exogenous latent variables that affect endogenous variables, especially organizational culture, transformational leadership style, and work motivation. Exogenous constructs are variables that cannot be predicted by other model variables. Endogenous constructs, on the other hand, can only be causally related to other endogenous constructs and are factors predicted by one or more constructs. Three stages were carried out to test the PLS, namely [1]. Outer model Evaluation, [2]. Evaluation of inner model, and [3]. Hypothesis testing

In this study, to test the data requirements, researchers used the Oulier test. Person correlation analysis is used to determine the data's validity; if the analysis's overall result is less than 0.5, the data is invalid. According to the validity test results above, the indicators X3.1.1, X3.1.2, Y1.4.2, and Y1.6.4 must be dropped if the loading factor value is less than 0.5. After dropping these indicators, there are no more indicators that have a loading value below 0.5. Thus, these variables can be said to be valid.

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Used to evaluate the reliability, consistncy, and accuracy of the Composite Reliability and Cronbach's Alpha measurement (Abdillah, Willy, and Hartono Jogiyanto, 2015). Based on the Composite Reliability (CR) criteria and

Cronbach's Alpha of 0.7, it can be said that the instrument is reliable (Ghozali, I. 2016). PLS Smart 3.0 is used during testing for this reliability test. Organizational culture, leadership style, work motivation, and employee performance from the tests that have been carried out, all performance variables have a composite reliability above 0.7, which means that all of them can be used to measure construction.

The inner model is assessed using R² and Q² for the dependent construct and a t-value to check for significance between constructs in the structural model. The effects of changes in the independent variable on the dependent variable can also be ascertained using R², according to Abdillah, W., and Hartono, J. (2015). An R² value higher than 0.7 is a strong indicator.

Based on the results of the calculations that have been done, the results are obtained, Work motivation in the table has an R² value of 0.840, which indicates that the organizational culture variable can account for 84% of the motivational variable's value, while the performance variable's R² value is 0.118, which indicates that the work motivation variable can account for 11.8% of the performance variable's value. Therefore, R² work motivation is said to be strong when its value is greater than 0.7, whereas performance is said to be weak when its value is lower than 0.7.

The results of the Predictive Relevance Calculation (Q²) obtained a value 0.859. The Q² value in this analytical model is 0.859 or 85.9%, meaning that the model can explain the development of employee performance, which is associated with several variables, especially organizational

culture, leadership style and work motivation. so that the model can be said to be very good or that the model has very good predictive value, and can be used to test hypotheses

By evaluating the t-statistics value for each direct influence method partially, bootstrapping is used to test the hypothesis. The hypothesis test

reveals that not all indicators have a t-statistic value higher than the t-table (1.96), according to the results. To test the hypothesis, the t-statistic value is used, which is compared with the t-table value.

Table 3: The relationships between the variables. Coefficient, T-statistic, and P-value

Relationship Between Variabel	Parameter coefficient	T- statistic	P-values	Result
Organizational Culture > Work Motivation	0,290	2,509	0,000	Significant
Leader Style > Work Motivation	-0,003	0,025	0,490	Not Significant
Work Motivation > Employee Perfomance	0,104	3,881	0,000	Significant
Organizational Culture > Employee Performance	0,248	2,525	0,000	Significant
Leardership Style > Employee Performance	0,075	4,675	0,000	Significant

Source: Processed data from Smart PLS 2022

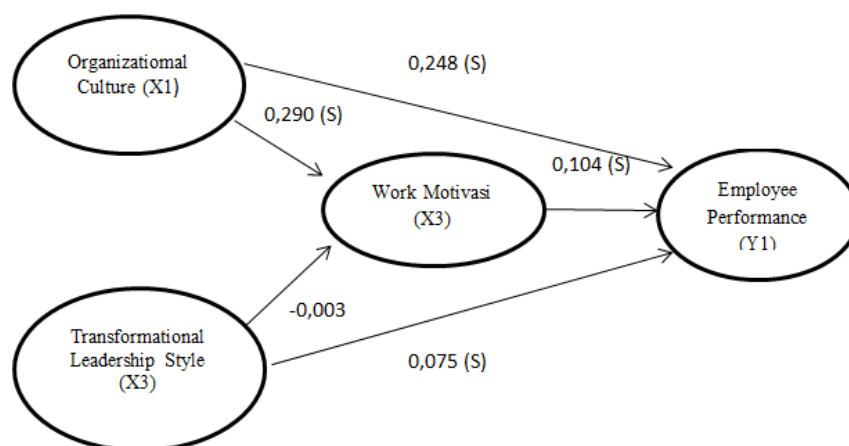


Figure 3
Path Analysis Model

Source: Smart PLS 3.0, 2022

From the table of relationships between variables and the analysis path diagram model above, it will be explained as follows:

The parameter coefficient from the effect of organizational culture on work

motivation is 0.290 with a t-statistic value of 2.509 > 1.96 and sig. 0.000 at $\alpha = 0.05$ (5%). The organizational culture variable thus influences the motivation at work. The better the organizational culture, the more motivated employees will be to

work, according to the parameter coefficient value of 0.290. The analysis's findings are consistent with hypothesis 1, which holds that organizational culture affects employees' motivation at work. Based on the t-statistic of $0.025 > 1.96$, a sig. of 0.000 at $\alpha = 0.05$ (5%), and a parameter coefficient of -0.003 for the impact of leadership style on work motivation, researchers were able to draw some conclusions. As a result, work motivation is unaffected by the transformational leadership style variable. The analysis' results do not support theory hypothesis 2, which asserts that a transformational leadership style affects motivation. The parameter coefficient determined by the correlation between employee performance and work motivation is 0.104. The t-statistic has a value of $3.881 > 1.96$ and a significance level of 0.000 at $\alpha = 0.05$ (5%). The results of the analysis are in line with hypothesis 3, which claims that the work motivation variable has an impact on employee performance. Based on the effect of organizational culture on employee performance, the parameter coefficient is 0.248. The t-statistic is $2.525 > 1.96$, with sig. 0.000 at $\alpha = 0.05$ (5%). Therefore, organizational culture has a significant impact on employees' performance. The parameter coefficient value of 0.248 indicates that employee performance increases with organizational culture. The results of this analysis support hypothesis 4, which holds that organizational culture has an impact on employee performance. The parameter coefficient of 0.075 and the t-statistic value of $4.675 > 1.96$ show a relationship between leadership style and worker performance. These values indicate a significant difference of 0.000 at $\alpha = 0.05$ (5%). The analysis's results support

hypothesis 5, which claims that the variable indicating a transformational leadership style has a positive impact on employee performance

In order to improve employee performance at P.T. Kwarsa Indah Murni, this study aims to comprehend how organizational culture and a transformational leadership style impact the work motivation. The analysis results can be discussed as follows:

PT Kwarsa Indah Murni is a family company, where the management is managed by his own family. There is only one person on the board of directors who carries out operations from outside the family structure. However, PT Kwarsa Indah Murni has a good organizational culture, because the company's leadership is willing to apply what the result of an audit from an American Salmart auditor, so that the factory space becomes neat, comfortable, and well-organized.

The Relationship of Organizational Culture with Work Motivation, The results for the organizational culture variable show a very high value. This shows that the organizational culture is very strong because it is willing to absorb new knowledge. This is because the organizational culture is willing to absorb new knowledge when the company is always audited by an American Walmart company that always checks and improves the company's work. Because the organizational culture variable has an acquisition value of t statistic $> t$ table, statistics demonstrate that it affects work motivation. Therefore, since it is consistent with the analysis's findings, Hypothesis H1 can be accepted.

The findings of this analysis, in agreement with those of Pratini, P. and Utama, I.W.M. (2017), and Sutoro, S.



(2020), which claims that work motivation is positively and significantly impacted by organizational culture. From the analysis, it turns out that companies with a strong organizational culture lead to harmonious relationships between fellow employees, both between superiors and subordinates, as well as good management support. There is a sense of comfort in the work environment that will increase employee motivation.

The relationship Style, Transformational Leadership, with Work Motivation, The problem seems to be from a weak leadership style, as currently there is no leader who has charisma and is a role model for employees to be able to motivate employees. This has an effect on work motivation, which also decreases. The statistical data shows that the leadership style variable has a t-statistic value less than the t-table. Motivation at work is unaffected by the leadership style factor. This is consistent with Saputri and Andayani's (2018) research. Therefore, hypothesis H2 is rejected because it does not match the finding of the analysis.

The connection between employee performance and motivation of work, Because there are no good leaders in the factory, this results in low work motivation, no innovation, and no ideas that can be implemented to improve employee performance. Employee performance becomes static because the machine can operate automatically. The work motivation variable according to the results of statistical data. Variables affecting work motivation have an impact on employee performance.

The results of this analysis are in accordance with the researchers' Kusuma, G., & Rahardja, E (2018); Andriani, S., Nila., & Kristiawan, M (2018); Pratini, P

& Utama, I.W.W. (2017). stated that employee performance is influenced by work motivation. As a result, since it is consistent with the analysis's findings, hypothesis H3 can be accepted.

The relationship between organizational culture and employee performance, Strong organizational culture, excellent management as a result of constant, strict Walmart American audits, With good management from Walmart that is absorbed by the company, it helps employee productivity results so that employee performance can survive. The organizational culture variable has an acquisition value of t statistic $>$ t table, suggesting that it affects employee performance, according to statistical evidence. As a result of being consistent with the analysis's findings, hypothesis H4 can be accepted.

The findings of this analysis support the assertions made by researchers Jannah, (2016), Sutoro (2020), Ardhiyaningtyas, R.C., and Faisal (2019), Pawirosumarto, Sorjene, and Gunawan, (2017) that organizational culture affects employee performance.

Relationship between a transformational leadership style and employee performance, Even though the leadership style is weak because the production machine runs automatically, it can help productivity. According to the statistical data findings, the leadership style variable has an impact on work motivation as indicated by the values of the t statistic, work motivation is impacted by the leadership style variable. Therefore, since it agrees with the analysis's findings, hypothesis H5 can be accepted.

A transformational leadership style affects employee performance, according to Orabi,. (2016), Wulandari, and



Ratnawati (2019), Atan, & Mahmood. (2019), and other researchers.

CONCLUSION

organizational culture has a very high value, according to the findings for the relationship between organizational culture and motivation. When a Walmart company constantly audits the business and checks and improves its work, it demonstrates a very strong organizational culture because it is open to absorbing new information. The study's findings indicate that organizations with strong organizational cultures foster positive interpersonal interactions. The workplace has a welcoming atmosphere that will motivate employees more. Since there is currently no leader in the factory who possesses charisma and serves as a role model for employees in the factory, the relationship issues of transformational leadership appear to be caused by a weak leadership style. This has an impact on work motivation which consequently decreases and causes the transformational leadership style to have no effect on motivation. The connection between employee performance and work motivation because there are no good leaders in the factory, this results in low work motivation, no innovation, and no ideas that can be implemented to improve employee performance. Employee performance becomes static because the machine can operate automatically. The result of the relationship between organizational culture and employee performance is that a strong organizational culture, excellent management as a constant, strict Walmart American audits, with good management from Walmart that is absorbed by the company, helps employees so that employee performance

can survive. that organizational culture affects employee performance. A transformational leadership affects employee performance, even though the leadership style is weak when the production machine runs automatically, it can help employee performance

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