

THE INFLUENCE OF ORGANIZATIONAL CULTURE, TRANSFORMATIONAL LEADERSHIP STYLES AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE PLASA TELKOM KOTA PARIAMAN

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Abstract

This study aims to determine the effect of organizational culture, transformational leadership style, and job satisfaction on employee performance of PT Telkom Kota Pariaman. The method used in this research is quantitative research with a descriptive approach. The population in this study is all employees of Plasa PT Telkom Kota Pariaman. The sample used was 35 people using saturated sampling technique (census). The data analysis technique is multiple linear regression. The results showed that: (1) Organizational culture has a positive and significant effect on employee performance. (2) Transformational leadership style has a positive and significant effect on employee performance. (3) Job satisfaction has a positive and significant effect on employee performance. (4) Organizational culture, transformational leadership style, job satisfaction together have a positive and significant effect on the employee performance of PT Telkom Kota Pariaman.

Keywords: Organizational Culture, Transformational Leadership Style, Job Satisfaction, Performance

PRELIMINARY

In an organization, individual performance greatly affects organizational performance, both government and private organizations in achieving predetermined goals must be through activities driven by a person or group of people working together who actively play a role as an actor. in producing good organizational performance. In other words, the achievement of organizational goals is due to the efforts made by people in the organization.

Performance is one of the keys to the success of an employee at the individual and organizational level. Improving employee performance is very decisive in directing one's personal attitudes and behavior to be able to behave and behave in accordance with the rules set in supporting the achievement of organizational goals. An expression, no matter how sophisticated a work equipment is, the availability of costs and work procedures, but if the employee / employee behaves not in accordance with the mission of the organization, it will result in failure to achieve organizational goals.

Organizational performance is very much determined by the element of its employees, therefore in measuring organizational performance it is usually measured from the work appearance of its employees. Good

employee performance will have an impact on the overall performance of the organization, which in turn can be seen from the achievements of the organization. For example, the definition of performance in the book *Organizational Culture and Company Performance Improvement* as stated by Suntoro "Performance is the work that can be achieved by a person or group of people in an organization in order to achieve organizational goals within a certain period of time". (Tika, 2006: 121)

Telkom is a company owned by State Enterprises (BUMN) which is engaged in information and communication. History of PT. Telkom Indonesia began with the establishment of a private company providing possession and telegraph services in 1882. In 1961, the status of the service was changed to the State Post and Telecommunications Company (PN Postel). Then in 1965, PN Postel was split into the State Post and Giro Company (PN Pos & Giro) and the State Telecommunications company (PN Telekomunikasi).

In 2001 Telkom bought 35% of Telkomsel's shares from PT Indosat as a restructuring of the telecommunications services industry in Indonesia. On October 23, 2009, Telkom launched "New Telkom" ("Telkom Baru") which was marked by a change of corporate identity. Since July 1, 1995 PT. Telkom has removed the structure of the telecommunications business area (WTTEL) and de facto inaugurated the beginning of the Network Division era. The main business entity is managed by 7 regional divisions and 1 network division. The regional divisions provide telecommunications services in their respective regions and the network divisions provide overseas long-distance telecommunications services through the operation of the national main line transmission network.

Telkom company as a telecommunication service provider pays great attention to the job satisfaction of its employees. The back and forth of a company depends on the performance of its employees. High employee performance is expected by the company. The more employees who have high performance, the overall productivity of the company will increase so that the company will be able to survive in global competition. Employees are required to be able to complete their duties and responsibilities effectively and efficiently.

One of the branches of PT Telkom is Plasa Telkom Kota Pariaman. The Plasa Telkom Office in Pariaman City is located at Jl. Imam Bonjol (Alai Wave) Kota Pariaman. This office serves various customer needs related to telecommunication networks such as proposing Telkom Indiehome internet networks, Speedy, Cable Tv networks and installing telephone networks. Telkom Pariaman also receives complaints or complaints if there are problems with the customer's Telkom network. Complaints can also be made via online either from the website (my telkom) online, through Telkom's official social media and contact the telephone number of Telkom care / call center.

Table 1

Plasa Telkom Services in Kota Pariaman

| No. | Type of Service | Realization (%) | | |
|-----|------------------------------|-----------------|------|------|
| | | 2017 | 2018 | 2019 |
| 1 | Indihome Network Submission | 89 | 89 | 88 |
| 2 | Speedy Network Submission | 88 | 87 | 87 |
| 3 | Cable TV Network Application | 82 | 81 | 81 |
| 4 | Phone Network Submission | 83 | 81 | 80 |
| | Average | 86 | 85 | 84 |

Source: PT Telkom Kota Pariaman, 2017-2019

However, in the last three years there has been a decline in the performance of employees of Plasa Telkom Kota Pariaman. From Table 1 it can be seen that the service indicators of Plasa Telkom in Kota Pariaman from 2017-2019 have decreased on average. On average, in 2017, Plasa Telkom Kota Pariaman reached 86% and decreased in 2019 to 84%. In the table, it can be seen that almost every indicator of Plasa Telkom Kota Pariaman has decreased from 2017-2019. In the first indicator, Indihome Network submission in 2017 reached 89% then decreased in 2019 to 88%. Likewise, the last indicator in Phone Network Submission in 2017 reached 83% then decreased to 80%. This situation has shown a problem with the performance of employees of Plasa Telkom Kota Pariaman.

There are several factors that are thought to affect the decline in the performance of the employees of Plasa Telkom Kota Pariaman. These factors are organizational culture, transformational leadership style and job satisfaction.

RESEARCH METHODS

The population in this study were all employees of Plasa Telkom Kota Pariaman totaling 35 people. The technique of taking this sample uses total sampling technique (whole sample), total sampling is a sampling technique where the sample size is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100, the entire population is used as the research sample. However, because the sample used is the entire population, namely Plasa Telkom Kota Pariaman, the sample in this study is the same as the population, namely all Plasa Telkom Kota Pariaman totaling 35 (thirty five) people.

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With the multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e \dots\dots\dots (1)$$

Where:

- Y = Performance
- a = Intercept constant
- X₁ = Organizational culture
- X₂ = Transformational Leadership Style
- X₃ = Job Satisfaction
- b₁, b₂, ... = Regression Coefficient
- e = Error Term

RESEARCH RESULT

Hypothesis Test Results

Results of Multiple Linear Regression Analysis

Multiple regression analysis is used to determine the regression coefficient of the independent variable and how it affects the dependent variable, it can be seen from the analysis of multiple regression data obtained using the SPSS version 23 program as in table 2

Table 2
Results of Multiple Linear Regression for Research Variables

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-----------------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 7,322 | 3,091 | | 2,368 | .019 |
| 1 Organizational culture | .419 | .131 | .286 | 3,203 | .002 |
| Transformational leadership style | .476 | .113 | .384 | 4,207 | .000 |
| Job satisfaction | .222 | .094 | .159 | 2,377 | .019 |

a. Dependent Variable: Employee performance

Source: Primary data processed, 2020

Based on the regression results from Table 2, the multiple linear regression equation can be determined in this study as follows:

$$Y = 7,322 + 0,419X_1 + 0,476X_2 + 0,222X_3$$

The interpretation of the regression equation obtained is as follows:

1. A constant of 7,322 states that if the variable organizational culture (X_1), transformational leadership style (X_2), and job satisfaction (X_3) are considered constant or neglected, then the employee performance is 7.322.
2. The regression coefficient for organizational culture (X_1) is 0.419, meaning that if other independent variables have a fixed value and organizational culture has increased by 1 unit of weight, then the employee's performance will increase by 0.419, as well as in the opposite situation. Positive coefficient means that organizational culture has a positive effect on employee performance.
3. The transformational leadership style regression coefficient (X_2) is 0.476, which means that if the other independent variables have a fixed value and the transformational leadership style has increased by 1 unit of weight, the employee's performance will increase by 0.476, as well as in the opposite situation. The positive coefficient means that the transformational leadership style has a positive effect on employee performance.
4. The regression coefficient of job satisfaction (X_3) is 0.222, meaning that if other independent variables have a fixed value and job satisfaction has increased by 1 unit of weight, the employee's performance will increase by 0.222, as well as in the opposite situation. Positive coefficient means that job satisfaction has a positive effect on employee performance.

T Test Results (Partially)

Hypotheses 1, 2 and 3 in this study were tested for truth by using a partial test. Testing is done by looking at the level of significance (p-value), if the resulting significance level of the calculation is below 0.05 then the hypothesis is accepted, on the other hand, if the significance level of the calculated results is greater than 0.05, the hypothesis is rejected.

1. The influence of organizational culture on employee performance

From the research results obtained a regression coefficient of 0.419 and the value of $t_{count} > t_{table}$ (3.203 > 1.976) with a significance of $0.002 < \alpha 0.05$, then H1 is accepted. It can be concluded that organizational culture has a positive and significant effect on employee performance. This means that the higher the organizational culture, the higher the employee's performance. Conversely, the lower the organizational culture, the lower the employee's performance.

2. The influence of transformational leadership style on employee performance

The results showed that the regression coefficient value was 0.476 and the value of $t_{count} > t_{table}$ (4.207 > 1.976) with a significance of $0.000 < \alpha 0.05$, then H2 is accepted. It can be concluded that transformational leadership style has a positive and significant effect on employee performance. That is, the higher the transformational leadership style, the employee performance will increase. Conversely, the lower the transformational leadership style, the lower the employee's performance.

3. Effect of job satisfaction on employee performance

The results showed that the regression coefficient value was 0.222 and the value of $t_{count} > t_{table}$ (2.377 > 1.976) with a significance of $0.019 < \alpha 0.05$, then H3 is accepted. It can be concluded that job satisfaction has a positive and significant effect on employee performance. That is, the higher the job satisfaction, the employee performance will increase. Conversely, the lower the job satisfaction, the lower the employee's performance.

F Test Results (Taken Together)

The F statistical test basically shows whether all the independent variables included in the model have a joint influence on the dependent or dependent variable (Sugiyono, 2013: 257). Based on the results of data processing that has been carried out, a summary of the results is obtained as shown in table 3.

Table 3
Test Results F

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|-----|-------------|--------|-------|
| 1 Regression | 5536,398 | 3 | 1845,466 | 49,008 | .000b |
| Residual | 5271,928 | 140 | 37,657 | | |
| Total | 10808,326 | 143 | | | |

a. Dependent Variable: Y

b. Predictors: (Constant), X₁, X₂, X₃

Source: Primary data processed, 2020

In table 3, it is obtained that the value of $F_{count} > F_{table}$ ($49.008 > 3.06$) with a significance of $0.000 < 0.05$ (alpha), then H_4 is accepted. This means that the variables of organizational culture, transformational leadership style, and job satisfaction together have a significant effect on employee performance of employees of Plasa Telkom Kota Pariaman.

Determination Coefficient Test Results

The coefficient of determination (R^2) test aims to see the magnitude of the influence of the independent variable on the dependent variable. R^2 value ranges from 0-1, the closer to 0, the weaker the effect, while the closer to 1 the effect is stronger. The results of the analysis using R^2 range from 0-1, the closer to 0, the weaker the effect, while the closer to 1 the effect can be seen in table 4.

Table 4
Coefficient of Determination

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1 | .716a | .512 | .502 | 6.136 |

a. Predictors: (Constant), Job satisfaction, Organizational culture, Transformational leadership style

Source: Primary data processed, 2020

From Table 4 above, the adjusted R^2 value shows 0.502, this indicates that the contribution of the variable organizational culture, transformational leadership style, and job satisfaction to employee performance for employees of Plasa Telkom Kota Pariaman is 50.2% while 49.8% is determined by other factors not examined in this study such as organizational image, communication, work motivation, work discipline and so on.

The Influence of Organizational Culture on Employee Performance

Based on the results of hypothesis testing, namely the t test, the sig value of the variable $X_1 = 0.002 < 0.05$ so that H_1 is accepted, it can be concluded that organizational culture has a significant effect on employee performance of employees of Plasa Telkom Kota Pariaman. The coefficient value of organizational culture is 0.419 and has a positive influence or direction on employee performance. This means that if employees have a high organizational culture, then employee performance will increase.

The results of the variable descriptive study organizational culture It was found that the respondent's level of achievement was 82.69% are in the good category. This means that the organizational culture of employees through indicators of individual initiative, direction, management support, control, and communication patterns has not been satisfactory by employees, so it is necessary to improve organizational culture so that employee performance can increase.

This finding is consistent with research conducted by Fitriana (2013), which found that organizational culture has a significant positive effect on nurse performance. Fitriana concluded, the higher the level of

organizational culture felt by nurses would certainly reduce the performance of nurses at dr. Rasidin Padang in carrying out their duties.

This result is also in line with what was done by Jamal (2011), in his research he found a positive and significant relationship between organizational culture and performance moderated by emotional intelligence. Jamal concluded that although organizational commitment managed only 50 percent of the relationship between organizational culture and performance, the dominant pattern of results in both significant and insignificant comparisons was that individuals who had high organizational commitment seemed to be better off against the adverse consequences of culture. organization of individuals with low organizational commitment.

The same results are also shown in Sanjaya's research (2012), in his research, it was found that organizational culture has a positive and significant effect on employee performance, when organizational culture is high, the performance of marketing and collection employees will be low, when the employee's organizational culture is low, the performance of marketing employees and collection will be high.

The Effect of Transformational Leadership Style on Employee Performance

The results of hypothesis testing, namely the t test, obtained the sig value of the variable $X_2 = 0.000 < 0.05$ so that H₂ is accepted, it can be concluded that the transformational leadership style has a significant effect on employee performance of employees of Plasa Telkom Kota Pariaman. The coefficient value of the transformational leadership style is 0.476 and has a positive influence or direction on employee performance. This means that if the transformational leadership style is high, then employee performance will increase.

The results of the variable descriptive study transformational leadership style It was found that the respondent's level of achievement was 85.50% are in the good category. This means that the transformational leadership style through the salary indicator and reward system, the job itself, HR development programs, and colleagues still need to be improved so that employee performance can increase.

This finding is consistent with research conducted by Rosally and Jogi (2015) who found that transformational leadership style variables have a positive and significant effect on auditor performance. Any changes in transformational leadership style affect changes in auditor performance. This means that the higher the transformational leadership style, the higher the auditor's performance and the lower the transformational leadership style, the lower the performance.

This is also supported by research Pastian et al. (2013) who found that transformational leadership has a positive effect on employee performance. The transformational leadership style has a significant positive effect on the performance of the Regional Secretariat of Sungai Penuh City. This means that the higher the transformational leadership style experienced by employees, the higher the level of performance of the Sungai Penuh City Regional Secretariat employees.

Research by Heri et al. (2013) also strengthens this research that transformational leadership style has a positive effect on employee performance. That is, an increase in the transformational leadership style variable will have an impact on improving employee performance. Based on the results of the t-test, the transformational leadership style variable (X₁) statistically gives a significant change effect on employee performance at the Regional Secretariat of Tulungagung Regency.

Effect of Job Satisfaction on Employee Performance

The results of hypothesis testing, namely the t test, obtained the sig value of the variable X3 = 0.019 <0.05 so that H3 is accepted, it can be concluded that job satisfaction has a significant effect on employee performance of employees of Plasa Telkom Kota Pariaman. The coefficient value of job satisfaction is 0.222 and has a positive influence or direction on employee performance. This means that if job satisfaction is high, then employee performance will increase.

The results of the variable descriptive study job satisfaction It was found that the respondent's level of achievement was 85.36% are in the good category. This means that job satisfaction through salary indicators and reward systems, the job itself, HR development programs, colleagues still need to be improved so that employee performance can increase.

The results of this study are in line with research by Riza et al. (2015), which shows that employee performance can be affected by five factors of job satisfaction and workload simultaneously. Next, the partial test of employee performance can be partially influenced by social factors and job satisfaction. Meanwhile, social factors, rewards, self-actualization and workload are known not to partially affect employee performance.

The same results were also shown in the research of Hidayanti et al (2012). The analysis shows that job satisfaction has a positive effect on performance. Because the path coefficient is positive, it indicates that the effects of both are unidirectional. If the higher the job satisfaction, it will result in higher employee performance. Likewise, if the lower job satisfaction, it will result in lower employee performance.

Research on job satisfaction that affects employee performance was also conducted by Pastian (2013), his research strengthens previous research, in his seventh hypothesis which states that job satisfaction has a significant positive effect on employee performance at the Regional Secretariat of Sungai Penuh City. This means that the higher the level of employee job satisfaction, the higher the employee performance of the Sungai Penuh City Regional Secretariat.

The Influence of Organizational Culture, Transformational Leadership Style, and Job Satisfaction on Employee Performance

Based on the results of multiple regression analysis by performing the F test, it is obtained a significant value of 0.000 <0.05 so that H4 is accepted, which means that organizational culture, transformational leadership style, and job satisfaction together have a significant effect on employee performance of employees of Plasa Telkom Kota Pariaman.

From the test results of the coefficient of determination obtained an adjusted R square value of 0.502, this indicates that the contribution of organizational culture variables, transformational leadership style, and job satisfaction to employee performance on employees of Plasa Telkom Kota Pariaman is 50.2% while 49.8% is determined. by other factors not examined in this study such as organizational image, communication, work motivation, work discipline and so on.

CONCLUSION

Based on data analysis and interpretation that has been presented in the previous chapter, several conclusions can be made from the research results as follows:

1. Organizational culture has a positive and significant effect on employee performance at Plasa Telkom Kota Pariaman Employees. It means that the higher the organizational culture, the higher the employee's performance.
2. Transformational leadership style has a positive and significant effect on employee performance at Plasa Telkom Kota Pariaman Employees. This means that the higher the transformational leadership style, the employee performance will increase.
3. Job satisfaction has a positive and significant effect on employee performance at Plasa Telkom Kota Pariaman Employees. This result means that the higher the job satisfaction, the employee's performance will increase.
4. Organizational culture, transformational leadership style, and job satisfaction together have a significant effect on employee performance on employees of Plasa Telkom Kota Pariaman.

Based on the research findings that have been stated previously, to improve the performance of employees of Plasa Telkom Kota Pariaman employees, the authors provide the following suggestions:

1. The lowest scores on organizational culture variables are in statements 5 and 10. For this reason, Plasa Telkom Kota Pariaman needs support from the leadership to improve the ability to carry out tasks, for example support for involving employees in a training (Diklat) as well as improving communication between leaders and subordinates and subordinates. against superiors.
2. The results of the descriptive analysis of transformational leadership style variables, the lowest score is in statement 1. For this reason, superiors need to make employees happy when employees are around him.
3. The results of the lowest average TCR score for the job satisfaction variable are in statements 3 and 8. To increase job satisfaction, leaders must increase satisfaction with the current salary received by employees and colleagues must be willing to help other employees when they face difficulties at work.
4. For future researchers, it is hoped that further research can be carried out by adding more research variables beyond the variables that have been used in this study such as variables of organizational image, communication, work motivation, work discipline and so on.

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