



Research Paper

The Influence of Transformational Leadership, Organizational Culture and Competency On Organizational Commitment And Employee Performance At Bappeda Bangkalan District

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ABSTRACT

The aim of this study is the Effect of Transformational Leadership on Organizational Commitment in the Bangkalan District Bappeda Office. The Effect of Transformational Leadership on Employee Performance in Bangkalan District Bappeda Office. The Influence of Organizational Culture on Organizational Commitment in Bangkalan District Bappeda Office. The Influence of Organizational Culture on Employee Performance at the Bangkalan Bappeda office. Influence of Competence on Organizational Commitment in Bangkalan Regency Bappeda Office. Effect of Competence on Employee Performance at the Bangkalan District Bappeda Office. Effect of Organizational Commitment on Employee Performance in Bangkalan Regency Bappeda. Research conceptual framework that has been proposed by researchers, then this study uses technical analysis of the path or path analysis with the help of SPSS statistical programs. Alpha Cronbach value of the Transformational Leadership variable is greater than 0.60 thus the Transformational Leadership research variable has been declared reliable and used in research. Organizational Culture of 0.774 is greater than 0.60 thus the Organizational Culture research variable has been declared reliable and used in research. Competence of 0.770 is greater than 0.60 so the Competency variable (X3) has been declared reliable and is used in research. Performance (Y) of 0.756 is greater than 0.60 thus the instrument used to test the Performance variable (Y) has been declared reliable and used in research. Organizational Commitment (Z) of 0.788 is greater than 0.60 thus the instrument used to test the variable Organizational Commitment (Z) has been declared reliable and used in research. The conclusion from the research shows that H1: Transformational Leadership has a significant effect on Organizational Commitment in the Bangkalan District Bappeda Office. Transformational Leadership has a significant effect on employee performance at the Bangkalan District Bappeda Office. Organizational Culture has a significant effect on Organizational Commitment in the Bangkalan District Bappeda Office. Organizational Culture has a significant effect on employee performance at the Bangkalan District Bappeda Office. Competence has a significant effect on Organizational Commitment in Bangkalan Regency Bappeda Office. Competence has a significant effect on employee performance at the Bangkalan District Bappeda Office. Organizational Commitment has a significant effect on employee performance at the Bangkalan District Bappeda Office.

KEYWORDS: Transformational Leadership, Organizational Commitment, Employee Performance

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I. PREFACE

Bappeda is a supporting element of the Regional Government which has the task of assisting the Mayor in determining policies in the field of development planning in the regions as well as their evaluation and implementation. The Regional Development Planning Agency was formed based on the needs, developments and advances in the Government Sector as well as current technological advances, in order to assist local governments in implementing development, especially in the Government Sector. In accordance with Law Number 23 of 2014 concerning Regional Government concerning Regional Government, it has provided authority and discretion for Regional Governments to fully plan and determine their regional policies and programs. To achieve these goals and success, it is necessary to plan to set goals and choose the steps needed to achieve these goals, Habibulah (2016). One of the integral parts of human resources in Bappeda Bangkalan Regency which has a very strategic and decisive position in achieving organizational goals is the structural officials of echelon I up to. Echelon IV. This is because basically the decisions or policies taken by the

leadership of Bappeda Bangkalan Regency. The performance of the Head of Bappeda Bangkalan Regency is largely determined by the performance of echelon I and II, and the performance of echelon I and II is strongly supported by the performance of echelon III and IV. Echelon III and IV positions in an organization have a very strategic position because at first the policy concepts, policy alternatives, and ideas were formulated by echelon III and IV structural officials so that it made it easier for the leadership (their direct superior) to make decisions so that decisions were made, retrieved more quickly, precisely, and accurately. The strategic roles of echelon III and IV in leadership policy making are very interesting to be researched. Based on observations in the field, there are several signs of not optimal performance of structural officials in Bappeda Bangkalan Regency. This is indicated by: - during working hours many officials / employees do not use / take advantage of their time to carry out their duties; - there are still delays in completing work; - There are still mistakes in the completion of work so that it is often corrected by the Head of Bappeda, - there are still echelon IV positions filled by officials who do not have educational degrees. There are several factors that can affect the performance of employees in an organization, both public and private organizations. An increase in performance is not by itself, but rather formed because of the factors of ability, motivation, and work situation (Lina, 2014). The ability factor refers to the capacity of the individual which is formed from a set of intellectual and physical abilities (Linda, 2013).

II. STATEMENTS OF PROBLEMS

Research on the Influence of Transformational Leadership, Organizational Culture and Competence on Organizational Commitment and Employee Performance at Bappeda Office, Bangkalan Regency. Therefore, the problems can be formulated are (1) Does Transformational Leadership have a significant effect on Organizational Commitment at Bappeda Bangkalan Office?, (2) Does Transformational Leadership have a significant effect on employee performance at the Bappeda Office in Bangkalan Regency? (3) Does Organizational Culture have a significant effect on Organizational Commitment in the Office Bappeda Regency Bangkalan ?, (4) Does Organizational Culture have a significant effect on employee performance at the Bappeda Office in Bangkalan Regency? (5) Does Competence have a significant effect on Organizational Commitment at the Bappeda Office in Bangkalan Regency? (6) Does Competence have a significant effect on employee performance at the Bappeda Office in Bangkalan Regency? (7) Does Organizational Commitment have a significant effect on Employee Performance at the Bappeda Office in Bangkalan Regency?.

I. RESEARCH PURPOSES

The researcher used the Bappeda Office of Bangkalan Regency as an object with the aim of (1) The Influence of Transformational Leadership on Organizational Commitment at Bappeda Bangkalan Office, (2) The Influence of Transformational Leadership on Employee Performance at Bappeda Bangkalan Offices, (3) The Influence of Organizational Culture on Organizational Commitment at the Bappeda Office of Bangkalan Regency, (4) The Influence of Organizational Culture on Employee Performance at the Bappeda Office of Bangkalan Regency, (5) The Effect of Competence on Organizational Commitment at the Bappeda Office of Bangkalan Regency, (6) The Effect of Competence on Employee Performance at the Bappeda Office of Bangkalan Regency, and (7) The Effect of Organizational Commitment on Employee Performance at Bappeda Bangkalan Regency.

III. LITERATURE REVIEW and HYPOTHESIS DEVELOPMENT

Definition of Transformational Leadership

Transformational leadership has been formulated by Founda (2016) from descriptive research on political leaders. Furthermore, Burns describes transformational leadership as a process in which leaders and followers raise each other to higher levels of morality and motivation. These leaders try to raise awareness from followers by calling for higher ideals and moral values such as freedom, justice and humanity instead of being based on emotions, such as greed, jealousy and hatred.

In Maslow's hierarchy of needs in Founda (2016), transformational leaders move the needs of followers at a higher level. Followers are elevated from their "self" to their "better self." According to Burns, transformational leadership can be shown by anyone in the organization in any type of position. Can involve people who influence peers and superiors as well as subordinates.

Organizational Culture

According to Robbins in Wardiah (2016: 196) noted five cultural functions, namely: Distinguishing one organization from another; 2) Increase the senses of identity of members; 3) Increase mutual commitment; 4) Creating social system stability; 5) Mechanism According to Brown in Wardiah (2016: 205-206) mentions five functions of organizational culture, namely as follows: 1) Reducing internal conflict, because culture can be interpreted as cement or adhesive tool that plays a role in enriching social cohesion in the organization and remembering all members of the organization. Culture as a common property can increase consistency, perception, common understanding of problem definition and evaluation of various issues and options. Through

organizational culture, consensus can be reached in terms of how to communicate with one another, the basis for holding power, clear rules for doing work, the reward system, and how the relationship between individuals. All of these are very important to pay attention to in order to avoid internal conflicts and achieve internal integration, namely (1) Implementing supervisory coordination, (2) Implementing coordination and supervision. Coordination is related to agreement action in precise time between different sections. Culture is also the basis for mutually agreed norms of behaviour or rules that allow individuals to reach consensus on how to deal with various problems that arise in organizations and how to make decisions, (3) Reduce uncertainty, (4) Reduce uncertainty, meaning that the organization is part of society which in general always face complexity and uncertainty. At the individual level, organizational culture acts as a means of transferring learning, especially for new employees, namely: (1) Provide motivation to organizational members, (2) Provide motivation to organizational members, namely motivating employees based on rewards such as bonuses, salary increases, promotions, on the one hand and punishment, such as reducing salaries, reprimands, and even sanctions, (3) Encouraging the achievement of competitive advantage A strong organizational culture will improve consistency, coordination and supervision, as well as reduce uncertainty and increase motivation.

Competence

According to Yuliyanti (2018), competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Thus, competence shows skills or knowledge characterized by professionalism in a particular field as the most important thing, as superior in certain fields, with the indicators being: a. Knowledge, knowledge related to work includes (1) Knowing and understanding knowledge in their respective fields, (2) Knowing related to regulations, procedures, new techniques in government institutions; b. Skills, individual skills include (1) Ability to communicate well in writing, (2) Ability to communicate clearly verbally; c. Attitude Individual attitudes, including (1) Having the ability to communicate in creativity at work, (2) High morale. Meanwhile, according to Yuliyanti (2018), competence is the ability, skill, ability. The basic words themselves, namely competent which means competent, capable, skilled. Competence refers to the attributes / characteristics of a person that makes him successful in his job.

Organizational Commitment

According to Robbins and Judge in Ranty Sapitri (2016) defines commitment as a condition in which an individual sides with the organization and the goals and desires to maintain membership in the organization. According to Sujana (2012) organizational commitment is often defined as: (a) a strong desire to remain a member of a particular organization, (b) a desire to urge high-level effort on behalf of the organization, and (c) a definite belief in and acceptance of values, -values and goals of the organization. In other words, commitment is an attitude that reflects job loyalty to the organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being.

IV. METHODOLOGY RESEARCH

This study aims to determine whether or not there is an influence between the independent variables, namely Transformational Leadership, Organizational Culture and Competence on the dependent variable, namely Organizational Commitment and Performance of State Civil Servants. Meant by influence in this study is a variable that has a significant influence or variables that do not. has a significant effect. Primary data used in this study were obtained from filling out a questionnaire or a list of questions / statements that previously tested the questionnaire for validity and reliability and hypothesis testing was carried out using statistical tools at the degree of accuracy $\alpha = 0.05$ or 5%. by statistical test. In its implementation, this research uses a field survey pattern (Field survey) where there is no involvement of the researcher in the object of research, is causality, testing, there is no controlled independent variable, uses research instruments and is explanatory or explains according to the subject matter of the research. This research design is used to facilitate the way of thinking about the research problem under study. The performance of the State Civil Apparatus is the output of a process of Transformational Leadership, Organizational Culture and Performance Competence and Organizational Commitment. This study uses data analysis with path analysis techniques or path analysis assisted by the SPSS computer program. The population in the study were civil servants or ASN who were active in the District Bappeda Office Bangkalan, with total 112 employees. The location of this research is in the Bappeda District Office of Bangkalan which is still within the reach of researchers. The operational definition of this research variable is used as a grid to compile a questionnaire used to obtain research data, namely: Transformational Leadership (X1), Organizational Culture (X2), Competence (X3), Organizational Commitment (Z), and Performance (Y). This study aims to determine whether or not there is an influence between the independent variables, namely Transformational Leadership, Organizational Culture and Competence on the dependent variable, namely Organizational Commitment and Performance of State Civil Servants. This research data uses primary data, namely research data obtained from the answers of the respondents through questionnaires given

to the respondents. This study uses path analysis techniques or path analysis with the help of the SPSS statistical program.

V. RESULTS AND DISCUSSION

H1: Transformational Leadership has a significant effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency.

The results showed that Transformational Leadership has an effect on Organizational Commitment, meaning that the role of Transformational Leadership which has a different leadership model from other leadership, because this leadership encourages employees to be able to prepare themselves for leadership regeneration which has the characteristic of involving subordinates to be involved in achieving the vision and mission. fully, elevating subordinates to be the best and encouraging employees to be more courageous in taking risks in work and making decisions. The results of this study are in accordance with the opinion according to Hersey and Blanchart (Sunyoto, 2012: 34), which states that leadership is every attempt by someone who tries to influence a behaviour or group, an attempt to influence this behaviour aims to achieve individual goals, friend goals, or together with organizational goals that may be the same or different. This means that employee commitment depends on how the leadership is carried out by the leader so that it will have an impact on employee loyalty and loyalty to the organization becoming stronger.

H2: Transformational leadership has a significant effect on employee performance at the Bappeda Office of Bangkalan Regency.

The results showed that Transformational Leadership has an effect on employee performance. The results of the study are in accordance with the opinion of Founda (2016) about transformational leadership from descriptive research on political leaders. Furthermore, Burns describes transformational leadership as a process in which leaders and followers raise each other to higher levels of morality and motivation. These leaders try to raise awareness from followers by calling for higher ideals and moral values such as freedom, justice and humanity not based on emotions, such as greed, jealousy and hatred. Transformational leadership provides great strength to encourage every employee to progress and develop in accordance with organizational goals so that every employee has superior performance.

H3: Organizational Culture has a significant effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency.

The results showed that Organizational Culture has a significant effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency. Organizational culture is a value system that is believed to give each employee the power to carry out the provisions that have been regulated and set by the Bappeda Regency Office of Bangkalan. Work culture is part of the organizational culture which is increasingly being implemented and controlled by the Head of Bappeda Regency Bangkalan, the stronger the employee's commitment to stay and be active, loyal and have high integrity towards the Bappeda Office of Bangkalan Regency. The results of this study are in line with the opinion of Susanto (2011) in Edison et al. (2016: 120) suggesting that organizational culture is a pattern of beliefs, behavior, assumptions, and shared values. Organizational culture shapes the way organizational members behave and interact and influence the way they work. In turn, this organizational culture is expected to be able to create a conducive environment and stronger commitment of employees to the organization of the Bappeda Office of Bangkalan Regency.

H4: Organizational Culture has a significant effect on Employee Performance at the Bappeda Office of Bangkalan Regency.

The results showed that organizational culture had a significant effect on employee performance at the Bappeda Office of Bangkalan Regency. The results of the study are in accordance with research conducted by Rina Armiaty, Zakhadi Ariffin (2014) at the South Kalimantan Bank office. The results showed that organizational culture variables had a positive and significant effect on employee performance, as well as motivation variables had a positive and significant effect on employee performance. Cultural variables and motivation together (simultaneously) have a positive and significant effect on frontliner employee performance.

H5: Competence has a significant effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency.

The results showed that competence had an effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency. The role of competence is so important in any organization because competence can further support organizational performance. Competencies in which there is an element of skills to play a role in most organizations, such as public speaking is a skill that can be learned, practiced, and improved.

Experience The expertise of many competencies requires experience in organizing people, communicating with groups, solving problems, and so on.

H6: Competence has a significant effect on Employee Performance at the Bappeda Office of Bangkalan Regency.

Every employee has a variety of different characters and competencies starting from the motive they have, the way of thinking or something they want. In terms of the nature and consistent response to situations or information. The results of this study indicate that competence has a significant effect on employee performance at the Bappeda Office of Bangkalan Regency.

H7: Organizational Commitment has a significant effect on Employee Performance at the Bappeda Office of Bangkalan Regency.

The results of this study showed that Organizational Commitment has a significant effect on employee performance at the Bappeda Office of Bangkalan Regency. Organizational Commitment is a promise that employees will be loyal and loyal to the organization with the assumption that employees will get the reward needed and the organization gets contributions from employees for their empowerment. The results of the study are in accordance with the results of research conducted by Muhammad Kurniawan (2014) which aims to determine: (1) The effect of organizational commitment on the performance of public organizations, (2) The influence of organizational culture on the performance of public organizations, (3) The effect of job satisfaction on performance Public organizations and the research results show that organizational commitment has a significant positive effect on the performance of public organizations and organizational culture has a significant positive effect on the performance of public organizations, and job satisfaction has a significant positive effect on the performance of public organizations.

VI. CONCLUSION

Based on the results of data analysis and discussion as a result of research on the influence of Transformational Leadership, Organizational Culture and Competence on Employee Performance through Organizational Commitment at the Bappeda Office of Bangkalan Regency, the conclusion in this study is that Transformational Leadership has a significant effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency.

Transformational leadership has a significant effect on employee performance at the Bappeda Office of Bangkalan Regency. Organizational Culture has a significant effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency. Organizational Culture has a significant effect on employee performance at the Bappeda Office of Bangkalan Regency.

Competence has a significant effect on Organizational Commitment at the Bappeda Office of Bangkalan Regency. Competence has a significant effect on employee performance at the Bappeda Office of Bangkalan Regency. Organizational Commitment has a significant effect on employee performance at the Bappeda Office of Bangkalan Regency.

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