

The Influence of Leadership Style and Company Culture on Organizational Commitment in Improving Employee Performance at PT. Toyofuji Logistics Indonesia (Member Of Astra)

The Influence of Leadership Style and Company Culture on Organizational Commitment in Improving Employee Performance at PT. Toyofuji Logistics INDONESIA (MEMBER OF ASTRA)

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Abstract

The study aimed to identify the style of leadership and corporate culture of the commitment to improve employee performance in PT. Toyofuji Logistics Indonesia (member of astra). The methodology this is quantitative methods using data primary .The total sample of the research is about 88 employees. Data processing in this study used a smartpls analysis , and the analysis in a partial least squares. The result showed that, (1) corporate culture have a positive influence on the performance and significant, employees (2) corporate culture have a positive influence on, organization and significant commitment (3) leadership style has a negative and insignificant to. employee performance(4) leadership style and have a positive influence significantly to the organization and the organization have a positive influence on the performance and significant. employee.

Keywords: The Effect of Leadership Style and Corporate Culture on Organizational Commitment on Employee Performance

I. PRELIMINARY

Organizations are social entities that are coordinated consciously, with relatively identifiable boundaries, working continuously to achieve goals (Agustin, 2019). As a result of the interaction with the characteristics of each member of the organization as well as the many interests that shape lifestyle, behavior patterns and work ethics, all of which form the characteristics of an organization. Thus, every individual in the organization cannot be separated from the essence of the cultural values they adhere to, which in turn will work together with the organization, technology, systems, strategies and lifestyle of leadership. Therefore, the pattern of human resource interaction in the organization must be balanced aligned so that the organization can

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exist.

This employee's job dissatisfaction is due to several factors, namely the lack of appreciation from the company which causes employee dissatisfaction that affects performance. Another factor is the rules regarding promotion and promotion that are not clear and sometimes not in accordance with the applicable regulations make employees feel dissatisfied, so this affects employee performance. In addition, there is also a problem of leadership style, where the current leadership applies a different and changing leadership style compared to before so that it makes employees feel uncomfortable and unfamiliar with it.

Performance refers to the work performance of employees measured based on standards or criteria established by the organization. Management to achieve very high employee performance, especially to improve overall organizational performance.

In an effort to create employee performance at PT. Toyofuji Logistics Indonesia, it seems that there are still many obstacles to be faced so that it is difficult to achieve organizational goals. Conditions that are not yet ideal still exist at PT. Toyofuji Logistics Indonesia. Where there are still other obstacles at PT. Toyofuji Logistics Indonesia, among others, employees come to work late, rest early and come to work late, the quality of work is not good. This results in decreased employee performance due to low Organizational Commitment in doing work and is supported by an uncomfortable work environment so that employee work cannot be completed as planned.

It is possible that this inadequate performance is influenced by several factors, including career development and transformational leadership style, where these two factors are also thought to affect employee satisfaction and in the end it is possible to influence employee performance.

II. LITERATIVE REVIEW

2.1 Research Review

The first research was conducted by Anita (2016), where the variables studied were leadership style, organizational culture, organizational commitment, and employee performance of the Mamuju Regency Agriculture Office. The research method used is a quantitative method with an explanatory approach, which is a research method used to explain whether there is an influence of organizational culture and organizational commitment on employee performance. The number of samples is 35 employees. The results showed that the variables, organizational culture and organizational commitment together had a positive and significant effect on the employee performance of the Mamuju Regency Agriculture Service.

The second research was conducted by Mustikaningsih (2018), the variables studied were the influence of leadership style, organizational culture, organizational commitment and remuneration on employee performance. Data analysis in this study was divided into three stages. First, data quality testing, research model testing and the third stage is hypothesis testing. The object of this research is the employees of Optik Pranoto in the Surakarta area. The study population was all employees of the company, amounting to 326 people. However, the number of samples in the study was 75 employees. The result of this research shows that there is an influence between leadership style, organizational

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commitment and remuneration on the employee performance of Optics Pranoto in Surakarta.

The third research was conducted by Bindarto (2017), The influence of leadership style and organizational culture on organizational commitment and organizational citizenship behavior, FEB UI education staff employees' perceptions of transformational leadership styles mostly gave agreed responses. More than 60% of respondents agreed and strongly agreed. This research has 22 indicators, so the minimum sample is 110, this indicates that the application of transformational leadership at FEB UI is very good.

The fourth research conducted by Cho (2018), professional commitment, organizational commitment, and intention to leave for professional advancement: The research method used was that email was sent directly to 500 members via a web-based survey, which is an effective way of gathering confidential and potentially confidential information. reduced resistance due to survey sensitivity. An empirical study of IT professionals, as many as 500 members of a large association of Hong Kong computer specialists were randomly drawn from the membership list. The results of the study on organizational success depend heavily on employees, as they may be the only source of sustainable competitive advantage for the organization. However, in the modern workplace, organizational instability causes some employees to shift their commitment from the organization to their job / profession.

The fifth study was conducted by Brown (2019), Leadership communication style, LMX and organizational commitment: A study of employee perceptions in Peru, the research method used is to build this database through the participation of practitioners who are contacted during their study of postgraduate, executive education programs. , professional and management development or corporate training courses on-site at the ESAN Graduate School of Business (Lima, Peru). The questionnaire was administered in eighteen class groups between March and July 2017. The survey was administered on paper, which lasted an average of 30 minutes. The questionnaire was completed voluntarily by 279 subjects. After discarding the unusable or incomplete questionnaire, we obtained 253 valid responses. The reported research has been conducted in the context of Peru, a country characterized by high power distance and collectivists. The results of this study contribute to clarifying that each feature of LCS has a different impact on the perceptions of subordinates. Thus, leaders must be trained to understand this model and be able to make the necessary adjustments to achieve the desired leadership outcome.

The sixth study was conducted by Al-sada (2017), The influence of organizational culture and leadership styles on employee satisfaction, commitment and motivation in the education sector in Qatar, The research method used is the latest literature on organizational commitment showing that survey-based methodology is a popular choice among researchers. who studied various aspects of organizational commitment, The main objective of this study was to determine what type of organizational culture and leadership style had the greatest impact on work motivation, job satisfaction and organizational commitment of employees in the Qatari education sector.

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2.2 Theoretical basis

The success of a company or organization is very dependent on the people in it, without competent human resources and other well-managed resources, the goals of a company or organization will not be achieved. Therefore, it is necessary to manage human resources properly and correctly. According to Dessler (2015), human resource management is a process for obtaining, training, assessing and compensating employees, and for managing labor relations, employee health and safety, and matters related to fairness.

According to Rivai et.al (2018), human resource management is one of the areas of general management which includes aspects of planning, organizing, implementing and controlling. Human resource management is also an open system that is influenced by the outside environment. The progress that has been made in several fields, including economic, cultural, knowledge, education, legal, social, political as well as development will certainly cause various obstacles and obstacles, and the increasingly complex life in society and as a state. With these various obstacles and constraints, human resource management is deemed important for the company, so that the company is able to solve various problems that are being faced or that may arise at a later date.

The success of an organization that is successful in achieving its goals and is able to fulfill its social responsibilities will greatly depend on its managers (leaders). If the manager is able to carry out its functions properly, it is very likely that the organization will be able to achieve its goals. Therefore, organizations need effective leaders, who have the ability to influence the behavior of their members or subordinates. So, a leader or head of an organization will be recognized as a leader if he can have influence and is able to direct his subordinates towards achieving organizational goals.

Company culture is the most critical factor in organizations. Organizational effectiveness can be increased by creating a strong culture, which can be used to achieve organizational goals. Organizations with a strong culture will have certain characteristics so that they can attract individuals to join.

The success of organizational management is very much determined by the success in managing HR. How committed the employees are to the organization they work for, will determine the organization in achieving its goals. In the world of work, employees' commitment to the organization is very important, because if the workforce is committed to the organization, they may be more productive, so that some organizations include an element of commitment as one of the conditions for holding a position / position offered in job vacancies.

Performance is the result of the implementation of a job, both physical / material and non-physical / non-material (Verawati 2018). The definition of employee performance refers to the ability of employees to carry out all the tasks for which they are responsible. These assignments are usually based on predefined success indicators. As a result it will be known that an employee is included in a certain level of performance. The level can be various terms. Employee performance can be grouped into: high, medium or low performance levels. Can also be grouped as over target, on target or under target. Departing from these things, performance is defined as the overall "performance" of an

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employee.

2.3 Relationship Between Research Variable

This Leadership Style considers the various personal traits and characteristics that distinguish leaders from those who are not leaders. This leadership style does not emphasize traits but focuses on how leaders behave in influencing others. The leader is in charge of helping followers achieve their goals and to provide direction. That the leadership style is one of the determinants of Organizational Commitment. If a leader applies a leadership style that is able to create a conducive atmosphere so that it can encourage the level of Organizational Commitment of an employee, employees will feel more comfortable in an organization.

Organizational culture is a set of assumptions or belief systems, values and norms developed within the organization that serve as guidelines for behavior for its members to overcome external and internal adaptation problems. Culture is the interaction of habitual characteristics that affect groups of people in their environment. Organizational culture as a unique configuration of norms, values, beliefs and ways of behaving that characterizes the way groups and individuals work together to complete their tasks. Organizational commitment as the relative strength of individual identification and involvement in a specific organization, including trust, support for goals, organizational values and a strong desire to use genuine effort for the benefit of the organization, and a strong will to maintain membership in the organization.

Organizational commitment as a situation where an individual sides with the organization and the goals and desires to maintain membership in the organization. Organizational commitment has the following three components. First, accept the values and goals of the organization. Second, the desire to strive for the organization. And third, have a strong desire to remain in the organization. Employee performance standards that are seen as quality output, quantity of output, duration of output, workplace attendance, and cooperative attitude. These work standards are set based on job criteria, namely doing whatever the organization has given employees to do, therefore individual performance in job criteria must be measured, compared to existing standards and the results must be communicated to all employees.

Leadership style is the behavior or actions of a leader in carrying out managerial job tasks. Leadership style is a method used by a leader in influencing subordinates so that they want to carry out their duties and obligations as expected in order to achieve predetermined goals. It can be concluded that the leadership style is a manifestation of the behavior of a leader which concerns his ability to lead and influence his employees in carrying out their duties. The results of the analysis will be useful for making optimal HR development programs. Employee performance will reflect the degree of competence of a company. Good performance is performance that follows the procedures or procedures according to predetermined standards. However, the performance must have several criteria in order to increase productivity so that what is expected can go according to what is desired. To improve employee performance, self-introspection is necessary in order to achieve better performance in the future, work according to their respective positions and

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job descriptions.

Corporate culture is a pattern of basic assumptions that are found, created, or developed by a certain group with the intention that the organization learns to cope with or cope with problems that arise as a result of external adaptation and internal integration that has gone quite well, so it needs to be taught. to new members as the correct way to understand, think and feel about these problems. Organizational culture is formed by a group of organizations to move in overcoming challenges in the future. Employee performance is one of the benchmarks for an organization's assessment. How to do everything related to a job, position or role in the organization is a form of employee performance that can be seen immediately. Many factors also have a role in influencing performance.

2.4 Research Conceptual Framework

It can be seen that the independent variable (free) is the variable that affects or causes changes in the emergence of the dependent variable either partially or simultaneously. In this study, the independent variables are Leadership Style (X1), Corporate Culture (X2) and Organizational Commitment (Y). The dependent variable (dependent) is the variable that is influenced by changes in the independent variable. In this study, the dependent variable is job satisfaction (Z).

Thus it can be explained in this conceptual framework that Leadership Style affects Organizational Commitment. This thinking is based on Anita's theory. (2016). Then Corporate Culture affects Organizational Commitment.

This thinking is based on Bindarto's theory (2020) and Anita's research (2016). Then Organizational Commitment has an effect on Employee Performance. This thinking is based on Sasingkelo's theory (2017) and Verawati's research (2018). Then Leadership Style affects employee performance. This thinking is based on Anita's theory. (2016) and Tobigo's research (2016).

III. RESEARCH METHODS

The strategy used in this study is an associative strategy. According to Kasmawati (2018: 21) the associative strategy is a research strategy that aims to determine the influence between two or more variables. In this study, researchers identified a causal relationship (cause-effect) between the exogenous variables of Leadership Style (X1), Corporate Culture (X2) and Organizational Commitment (Y) and Employee Performance (Z).

The next step after determining the type and source of data is to determine the target to be surveyed, namely the target population. Population is a collection of individuals or research objects that have predetermined qualities and characteristics. Based on these characteristics, the population can be understood as a group of individuals or objects of observation that have at least one common characteristic (Sutrisno 2018). In organizational survey research, the population is all members of the organization (Edy

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2018). The population in this study were employees of PT. Toyofuji Logistics Indonesia, totaling 88 people.

The sample is a small part of a population. According to Helmi (2019: 120) the sample is part of the number and characteristics possessed by the population. The sample as a representative, must have the characteristics or characteristics contained in the population. According to Edy (2018: 104) if the population is less than 100 people, the total sample is taken as a whole, but if the population is greater than 100 people, 10-15% or 20-25% of the population can be taken. In the SEM analysis, the minimum number of samples to be taken is 5 times the number of indicator variables used by Verawati (2018)

The data needed in this study is data on employee perceptions about the influence of leadership style, organizational culture and organizational commitment that have an impact on employee performance.

Data collection in this study was carried out in several ways:

- a. Conduct direct observations to the research location. This observation is carried out to obtain an overview of the workplace atmosphere, work processes and other necessary matters.
- b. Provide a questionnaire to the party concerned. The questionnaire used in this study contains employee perceptions relating to leadership style, organizational culture, organizational commitment, and employee performance.

Data collection in this study was carried out by giving a questionnaire to the parties concerned. Researchers give questionnaires to employees of PT. Toyofuji Logistics Indonesia, as many as 88 units.

This study uses the Partial Least Square (PLS) method with Smart PLS tools. In the PLS method, there are two models, namely the outer model and the inner model. The test criteria were carried out on both models.

The Outer Model or Measurement Model defines how each indicator block relates to its latent variable. The design of the Measurement Model determines the indicator properties of each latent variable, whether reflexive or formative, based on the operational definition of the variable.

Analysis of the coefficient of determination is used to determine how much influence the independent variable has on the dependent variable.

F Square analysis of this analysis shows whether endogenous latent variables have a major influence on exogenous latent variables.

Inner Model Structural analysis describes the relationship between latent variables based on a substantive theory. The design of the Structural Model the relationship between latent variables is based on the formulation of the problem or research hypothesis. Inner model evaluation can test the Path Coefficient.

A hypothesis can be accepted or rejected. statistically countable through the level of significance. The level of significance used in this study uses 3 levels of significance, namely 1%, 5%, 10% with a confidence level of 0.01, 0.05, 0.10 to reject a hypothesis. In this study, there is a possibility of making 99%, 95% and 90% correct decisions and 1% wrong decisions., 5%, 10%. The following uses the basis for decision making with a significance level of 1%, that is:

- $p\text{-value} \geq 0,01$, hypothesis is accepted
- $p\text{-value} < 0,01$, hypothesis is rejected

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p-value : probability value (probability value / opportunity value), that is, the value that indicates the probability of a data being generalized in the population, namely 99% correct decision and 1% probability of wrong decision.

The following uses the basis for decision making with a significance level of 5%, that is:

- p-value $\geq 0,05$, hypothesis is accepted
- p-value $< 0,05$, hypothesis is rejected

p-value : probability value (probability value / opportunity value), that is, the value that indicates the probability of a data being generalized in the population, namely 95% correct decisions and 5% probability of wrong decisions.

In the following, the basis for decision making is used with a significance level of 10%, that is:

- p-value $\geq 0,10$, hypothesis is accepted
- p-value $< 0,10$, hypothesis is rejected

p-value : probability value (probability value / opportunity value), that is, the value that indicates the probability of a data being generalized in the population, namely 90% correct decisions and 10% probability of wrong decisions.

The following is the hypothesis that was tested based on the formulation and objectives of the study: Hypothesis 1

H0 : $\gamma_i \leq 0$ Leadership Style has no positive effect on Organizational Commitment.

H1 : $\gamma_i > 0$ Leadership Style has a positive effect on Organizational Commitment.

Hipotesis 2

H0 : $\gamma_i \leq 0$ Corporate Culture has no positive effect on Organizational Commitment.

H1 : $\gamma_i > 0$ Corporate Culture has a positive effect on Organizational Commitment.

Hipotesis 3

H0 : $\gamma_i \leq 0$ Organizational Commitment has no positive effect on employee performance.

H1 : $\gamma_i > 0$ Organizational Commitment has a positive effect on employee performance.

Hipotesis 4

H0 : $\gamma_i \leq 0$ Leadership Style does not have a positive effect on employee performance.

H1 : $\gamma_i > 0$ Leadership Style has a positive effect on Employee Performance.

Hipotesis 5

H0 : $\gamma_i \leq 0$ Corporate Culture has no positive effect on Employee Performance.

H1 : $\gamma_i > 0$ Corporate Culture has a positive effect on Employee Performance.

IV. RESEARCH RESULTS AND DATA ANALYSIS

4.1 Description of Research Subjects

We seek steady growth, by enhancing our ability to respond to environmental changes through innovative and efficient global management. To maximize individual creativity and teamwork, we strive to build a bright and energetic corporate culture. Based on open and fair business relationships, we strive to build mutual trust and stable growth.

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Visi :

1. To become one of the best-managed companies in Asia Pacific with an emphasis on sustainable growth by building competencies through human resource development, solid financial structure, customer satisfaction and efficiency.
2. Being a company that has social responsibility as well as being environmentally friendly.

Misi :

Prosperous with the nation by providing the best value to our stakeholders.

4.2 Respondent Demographic Data

In this study, the number of respondents was 88 employees of PT Toyofuji Logistics Indonesia. Respondent demographics are useful for deciphering the identity of the respondents according to a predetermined research sample. The characteristics of the respondents studied were then grouped according to gender, age and employment status. Below are information tables in the form of an analysis of the characteristics of the respondents, which are grouped by gender, age and division.

Tabel 4.1
Respondent Gender

Gender	total	Persentase
Male	58 Person	65,9%
Female	30 Person	34,1%
Total	88 Person	100%

From the table above it can be explained that the number of male respondents is more than female respondents, where male respondents are 58 people with a percentage rate of 65.9% and for female respondents there are 30 people with a percentage rate of 34.1%.

Tabel 4.2
Respondent Age

Age	Total	Persentase
20 – 30 Years	16 Person	18,2%
31 – 40 Years	47 Person	53,4%
41– 50 Years	23 Person	26,1%
>50 Years	2 Person	2,3%
Total	88 Person	100%

From the table above it can be explained that the number of employees who became respondents based on age ranging from 20 years to 30 years was 16 people

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with a percentage of 18.2%, ages ranging from 31 years to 40 years were 47 people with a percentage of 53.4 %, there were 23 people from 41 years to 50 years with a percentage of 26.1%, and 2 people aged over 50 years with a percentage of 2.3%.

Tabel 4.3
Division Section

Age	Total	Persentase
HRD	17 Person	19,4%
Operation	46 Person	52,3%
Fleet	13 Person	14,7%
Crew	12 Person	13,6%
Jumlah	88 Person	100%

From the table above it can be explained that the number of employees who became respondents based on the Division was the HRD Division as many as 17 people with a percentage of 19.4%, the Operations Division as many as 46 people with a percentage of 52.3%, the Fleet Division as many as 13 people with a percentage of 14, 7%, and the Crew Division as many as 12 people with a percentage of 13.6%.

4.3 Descriptive statistical analysis

Data analysis in this case is intended for grouping data based on the variables studied, tabulating the data based on the variables obtained from all respondents. The dependent variable in this study is employee performance (Z), the intervening variable in this study is organizational commitment (Y) and the independent variable is leadership style (X1) and corporate culture (X2). Below will be presented a descriptive analysis table of the independent variable X1 leadership style as follows:

Tabel 4.4
Leadership Style Questionnaire Tabulation

Questionnaire Statement	Mean	Min	Max	Standard Deviation
GK1	3.48	2	5	0.965
GK2	4.02	2	5	0.797
GK3	3.66	2	5	0.928

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GK4	3.52	1	5	0.988
GK5	3.43	1	5	0.951
GK6	3.85	2	5	0.911
GK7	3.48	3	5	1.087
Total Score	25.44	13	35	6.628
Average	3.64	1	7	

The table above explains that from the answers of all respondents, the average number of answers is 25.44. This means that the total score is divided by 7 statements, namely 3.63, then the average respondent answers to the S answer (agree), which means that the leadership style is in good category. Where from the answers of all respondents, the maximum number of scores from the respondents' answers is 35 and the minimum number of scores from the respondents' answers is 7.

Tabel 4.5

Tabulation of the Corporate Culture Questionnaire

Questionnaire Statement	Mean	Min	Max	Standard Deviation
BP1	3.09	3	5	1.051
BP2	3.57	3	5	0.963
BP3	3.48	2	5	0.953
BP4	3.30	3	5	1.024
BP5	3.36	3	5	1.046
BP6	3.36	3	5	0.979
BP7	3.32	3	5	1.017
Total Score	23.48	20	35	7.035

The table above explains that from the answers of all respondents, the average number of answers is 23.48. This means that the total score is divided by 7 statements, namely 3.35, then the average respondent answers N (neutral), which means that the company culture is in the good enough category. Where from the answers of all respondents, the maximum number of scores from the respondents' answers is 35 and the minimum number of scores from the respondents' answers is 7.

Tabel 4.6

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Organizational Commitment Questionnaire Tabulation

Questionnaire Statement	Mean	Min	Max	Standard Deviation
KO1	4.18	1	5	0.833
KO2	3.91	2	5	0.778
KO3	3.67	1	5	0.888
KO4	3.66	3	5	0.903
KO5	3.45	2	5	0.928
KO6	3.76	2	5	0.826
KO7	3.82	1	5	0.860
Total Score	26.45	12	35	6.017

The table above explains that from the answers of all respondents, the average number of answers is 26.45. This means that the total score is divided by 7 statements, namely 3.77, then the average respondent answers the answer S (agree), which means that organizational commitment is in the good category. Where from the answers of all respondents, the maximum number of scores from the respondents' answers is 35 and the minimum number of scores from the respondents' answers is 7.

Tabel 4.7
Employee Performance Questionnaire Tabulation

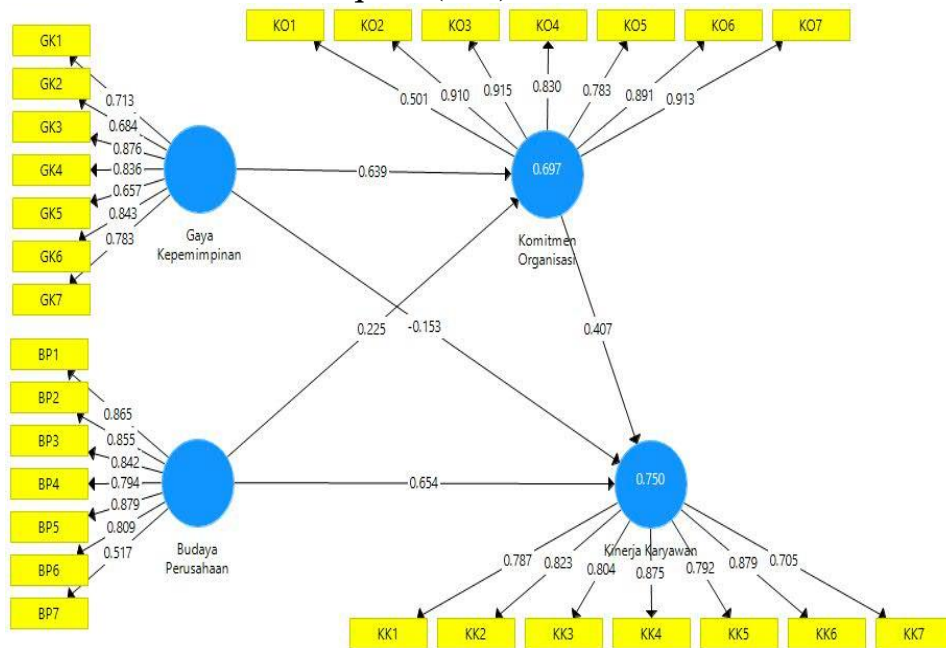
Questionnaire Statement	Mean	Min	Max	Standard Deviation
KK1	3.50	2	5	0.929
KK2	3.18	3	5	1.040
KK3	3.47	2	5	0.891
KK4	3.19	3	5	1.064
KK5	3.50	3	5	0.905
KK6	3.31	3	5	1.004

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KK7	3.26	4	5	0.885
Total Score	23.41	20	35	6.719

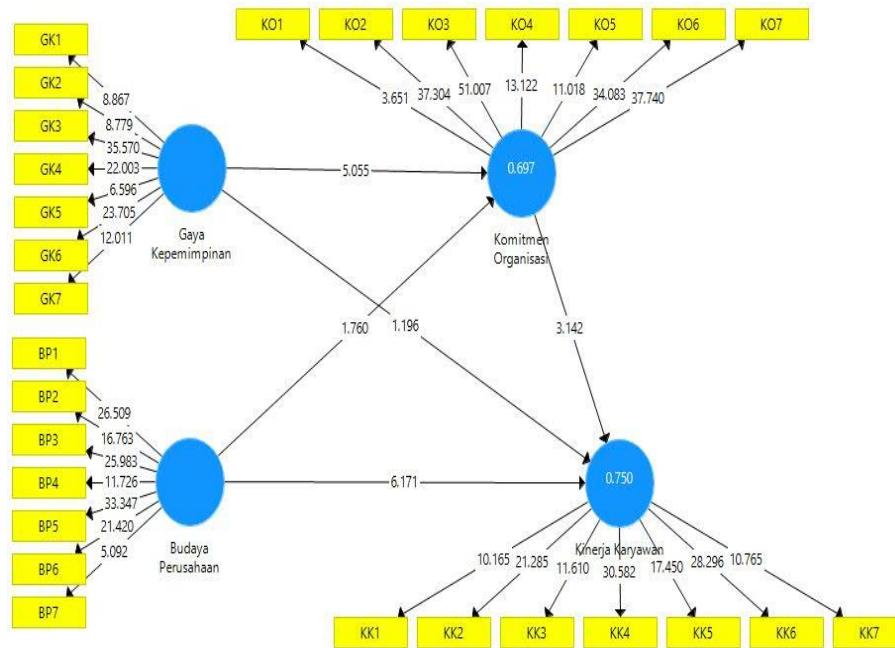
The table above explains that from the answers of all respondents, the average number of answers is 23.41. This means that the total score is divided by 7 statements, namely 3.34, then the average respondent answers to the answer N (Neutral), which means that organizational commitment is in the good category. Where from the answers of all respondents, the maximum number of scores from the respondents' answers is 35 and the minimum number of scores from the respondents' answers is 7.

4.4 Scheme Model Partial Least Square (PLS)



**Picture 4.1
Outer Model**

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**Picture 4.2
Inner Model**

4.5 Evaluation Outer Model

1. Convergen Validity

To test the convergent validity, the outer loading or loading factor value is used. An indicator is declared to meet the convergent validity in the good category if the outer loading value is > 0.7 . The following is the outer loading value of each indicator in the research variable:

Tabel 4.8
Outer Loading

Variabel	Indicator	Outer Loading
Corporate Culture (X2)	BP1	0.865
	BP2	0.855
	BP3	0.842

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	BP4	0.794
	BP5	0.879
	BP6	0.809
	BP7	0.517
Leadership Style (X1)	GK1	0.713
	GK2	0.684
	GK3	0.876
	GK4	0.836
	GK5	0.657
	GK6	0.843
	GK7	0.783
Employee performance (Z)	KK1	0.787
	KK2	0.823
	KK3	0.804
	KK4	0.875
	KK5	0.792
	KK6	0.879
	KK7	0.705
Organizational Commitment (Y)	KO1	0.501
	KO2	0.910
	KO3	0.915
	KO4	0.830
	KO5	0.783
	KO6	0.891
	KO7	0.913

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Based on the data presented in table 4.8 above, it is known that each indicator of the research variables has an outer loading value of > 0.7 . However, it appears that there are still several indicators that have outer loading values < 0.7 . According to Imam Ghozali, the outer loading value between 0.5 - 0.6 is considered sufficient to meet the convergent validity requirements. The data above shows that there is no variable indicator whose outer loading value is below 0.5, so that all indicators are declared eligible or valid for research use and can be used for further analysis.

2. Discriminant Validity

This section will describe the results of the discriminant validity test. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the cross loading value of the indicator on the variable is the largest compared to other variables. The following is the cross loading value of each indicator:

Tabel 4.9
Cross Loading

Variabel				
Indicator	Leadership Style	Corporate Culture	Organizational Commitment	Employee performance
BP1	0.662	0.865	0.561	0.724
BP2	0.808	0.855	0.727	0.613
BP3	0.709	0.842	0.652	0.635
BP4	0.675	0.794	0.594	0.655
BP5	0.748	0.879	0.651	0.652
BP6	0.594	0.809	0.615	0.834
BP7	0.421	0.517	0.395	0.540
GK1	0.713	0.561	0.523	0.381
GK2	0.684	0.537	0.584	0.514
GK3	0.876	0.779	0.752	0.682
GK4	0.836	0.629	0.725	0.594

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GK5	0.657	0.561	0.493	0.553
GK6	0.843	0.708	0.705	0.583
GK7	0.783	0.686	0.638	0.580
KK1	0.593	0.760	0.649	0.787
KK2	0.557	0.759	0.554	0.823
KK3	0.586	0.617	0.708	0.804
KK4	0.678	0.668	0.674	0.875
KK5	0.602	0.744	0.613	0.792
KK6	0.618	0.648	0.651	0.879
KK7	0.463	0.487	0.535	0.705
KO1	0.357	0.255	0.501	0.349
KO2	0.694	0.656	0.910	0.641
KO3	0.772	0.706	0.915	0.762
KO4	0.739	0.664	0.830	0.641
KO5	0.694	0.639	0.783	0.634
KO6	0.726	0.686	0.891	0.696
KO7	0.729	0.664	0.913	0.698

Based on the data presented in table 4.9 above, it can be seen that each indicator in the research variable has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

Tabel 4.10
Average Variant Extracted (AVE)

Variabel	AVE
Corporate Culture	0.645

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Leadership Style	0.600
Employee performance	0.658
Organizational Commitment	0.692

Based on the data presented in table 4.10 above, it is known that the AVE value of the leadership style, corporate culture, organizational commitment and employee performance variables is > 0.5 . Thus it can be stated that each variable has good discriminant validity.

3. Composite Reliability

Tabel 4.11
Composite Reliability

Variabel	Composite Reliability
Leadership Style	0.926
Corporate Culture	0.912
Organizational Commitment	0.931
Employee performance	0.939

Based on the data presented in the table 4.11 above, it can be seen that the composite reliability value of all research variables is > 0.7 . These results indicate that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability.

4. Cronbach Alpha

Tabel 4.12
Cronbach Alpha

Variabel	Cronbach's Alpha
Leadership Style	0.903
Corporate Culture	0.886
Organizational Commitment	0.913
Employee performance	0.921

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Based on the data presentation above in table 4:12, it can be seen that the Cronbach alpha value of each research variable is > 0.7 . Thus these results indicate that each research variable has met the requirements for the Cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

4.6 Analysis of the coefficient of determination (R^2)

Tabel 4.13
R-Square Value

Variabel	R – Square Value
Organizational Commitment	0,697
Employee performance	0,750

Based on the r-square value in Table 4.13, it is known that the value of R^2 or the influence between Leadership Style and Company Culture with Organizational Commitment is 0.697. So the ability of the Leadership Style and Company Culture variables to explain Organizational Commitment is 69%. Then the influence of Leadership Style, Company Culture and Organizational Commitment with Employee Performance is 0.750. So the ability of the Leadership Style, Company Culture and Organizational Commitment variables to explain Employee Performance is 75%.

4.7 Analysis F Square

Tabel 4.14
F-Square Value

Variabel	Employee performance	Organizational Commitment
Corporate Culture	0.509	0.052
Leadership Style	0.020	0.421
Employee performance		

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Organizational Commitment	0.201	
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Based on Table 4.14 above, it can be stated as follows:

1. The influence of corporate culture on organizational commitment has an F2 (0.052), which is weak. Which means that the application of Kaizen and Catur Dharma in the Corporate Culture is still considered ineffective, there are still employees who have not carried out continuous improvement periodically, and services to customers are not consistent, it is evident from the results of F2 with a value of (0.052) in other words is still fairly weak.
2. The influence of leadership style on organizational commitment has a high F2 (0.421). The leader can be a very important role in an effective and efficient Leadership Style, the leader understands who the subordinates they lead are, understands the strengths and weaknesses of their subordinates, and understands how to use the strengths of subordinates to compensate for the weaknesses they have and it has a high influence on commitment Organization, it can be seen from the results of F2 with a value (0.421). The influence of corporate culture on employee performance has F2 (0.509), which is high. Employees in the organization strive to determine and form something that can accommodate the interests of all parties, and have good beliefs, assumptions and expectations so that employee performance is good, in this case the Corporate Culture affects the performance of employees who have high values which have F2 results with value (0.509).
3. The influence of leadership style on employee performance has F2 (0.020), which is weak. The leader's ability to influence, mobilize, and direct an action on a person or group of people for a specific purpose has not been assessed as good, in this case the Leadership Style has an effect on weak employee performance as seen in the F2 value (0.020). he influence of Organizational Commitment on Employee Performance has F2 (0.201), which is medium. Organizational commitment in terms of such a strong belief in organizational goals and the desire to strive to be accountable has a moderate effect on employee performance, which means that it needs to be improved to make it even better, this can be seen from the value of F2 with value (0.201).

4.8 Inner Model Analysis (Path Coefficient Test)

Tabel 4.15

Path Coefficient Results

Variabel	Koefisien	T Statistics (O/STDEV)	P Values
Corporate Culture -> Employee performance	0.654	6.171	0.000

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Corporate Culture -> Organizational Commitment	0.225	1.760	0.079
Leadership Style -> Employee performance	-0.153	1.196	0.232
Leadership Style -> Organizational Commitment	0.639	5.055	0.000
Organizational Commitment -> Employee performance	0.407	3.142	0.002

Based on table 4:15, the first hypothesis tests whether corporate culture has a positive and significant effect on employee performance. The test results show that the value of the parameter coefficient of Corporate Culture on Employee Performance is 0.654 and the t-statistic is 6.171. From these results it is stated that if you use a significance level of 1% t-statistic is significant because > 2.326 with a p-value < 0.01 , if using a significance level of 5% t-statistic is significant because > 1.96 with a p-value < 0.05 and if using a 10% significance level t-statistic is significant because it is > 1.645 with p-value < 0.10 so that the first hypothesis all levels of significance are accepted. This proves that the corporate culture is proven to have a positive and significant impact on employee performance.

4.9 Discussion of Hypothesis Results

The results of the first hypothesis in this study prove that corporate culture has a positive and significant effect on employee performance. The better the corporate culture will improve employee performance. Based on the results obtained, the corporate culture has a positive and significant influence on employee performance so that the hypothesis is accepted. In table 4.8, it can be seen that the largest outer loading value in the Corporate Culture variable is the indicator that makes customers happy and loyal with an outer loading value of 0.879. This shows that the company culture makes customers happy and loyal so that it can improve employee performance. The results of this study support previous research conducted by Pettalolo (2019) found that Corporate Culture has a positive and significant influence on Employee Performance.

The results of the second hypothesis in this study prove that Corporate Culture has a positive and significant influence on Organizational Commitment. Based on the results obtained, corporate culture has a positive and significant effect on organizational commitment so that the hypothesis is accepted. In table 4.8, it can be seen that the largest outer loading value in the Corporate Culture variable is the indicator that makes customers happy and loyal with an outer loading value of 0.879. This shows that corporate culture makes customers happy and loyal so that it can increase organizational commitment. The results of this study support previous research conducted by Pettalolo (2019) which found

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that Corporate Culture has a positive and significant influence on Organizational Commitment.

The results of the third hypothesis in this study prove that leadership style has a negative and insignificant effect on employee performance. Based on the results obtained, the leadership style has a negative and insignificant effect on employee performance so that the hypothesis is rejected. In table 4.8, it can be seen that the lowest outer loading value in the Leadership Style variable is found in the indicator making subordinates feel free with an outer loading value of 0.657. This shows that the leadership style is different and changes compared to the previous one so that it makes employees feel less comfortable and unfamiliar with it and there is no freedom in doing work to develop their potential, so that employee performance is not optimal. The results of this study contradict previous research conducted by Verawati (2018) which found that leadership style has a positive and significant effect on employee performance.

The results of the fourth hypothesis in this study prove that Leadership Style has a positive and significant influence on Organizational Commitment. The better the Leadership Style, the better the Organizational commitment. Based on the results obtained, the Leadership Style has a positive and significant effect on Organizational Commitment so that the hypothesis is accepted. In table 4.8, it can be seen that the value of the largest outer loading in the Leadership Style variable is the indicator of socializing informally with an outer loading value of 0.876. This shows that leaders can create relationships that are not rigid at work so as to increase organizational commitment. The results of this study support previous research conducted by Salma (2019) which found that Leadership Style has a positive and significant effect on Organizational Commitment.

The results of the fifth hypothesis in this study prove that Organizational Commitment has a positive and significant effect on employee performance. The better commitment will improve employee performance. Based on the results obtained, Organizational Commitment has a positive and significant effect on Employee Performance so that the hypothesis is accepted. In table 4.8, it can be seen that the value of the largest outer loading in the Organizational Commitment variable is the indicator of being happy choosing to work for this company with an outer loading value of 0.913. This shows that the company can create employee pleasure in working for the company so that it can improve employee performance. The results of this study support previous research conducted by Tobigo (2016) which found that Organizational Commitment has a positive and significant effect on employee performance.

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusions

The conclusions in this study are to answer the problem formulations that have been compiled in the first chapter, including the following :

1. There is a positive and significant influence of corporate culture on employee performance at PT Toyofuji Logistics Indonesia. If the corporate culture is good, it will

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increase employee performance, on the contrary, if the corporate culture is bad, it will reduce employee performance.

2. There is a positive and significant influence of Corporate Culture on Organizational Commitment at PT Toyofuji Logistics Indonesia. If the Company Culture is good, it will increase organizational commitment, on the other hand, if the Corporate Culture is bad, it will reduce organizational commitment.

3. There is a negative but not significant influence between Leadership Style on Employee Performance at PT Toyofuji Logistics Indonesia. This means that the merits of the Leadership Style cannot be believed to increase employee performance.

4. There is a positive and significant influence of Leadership Style on Organizational Commitment at PT Toyofuji Logistics Indonesia. If the Leadership Style is good it will increase Organizational Commitment, on the contrary, if the Leadership Style is bad it will reduce Organizational Commitment.

5. There is a positive and significant effect of Organizational Commitment on Employee Performance at PT Toyofuji Logistics Indonesia. If Organizational Commitment is good, it will increase Employee Performance, conversely if Organizational Commitment is bad it will reduce Employee Performance.

5.2 Suggestion

The author realizes that this research work is far from perfect. Therefore, based on a series of discussions that have been compiled from beginning to end, there are several suggestions that are expected to evaluate this research. Among these suggestions are the following:

1. Employees of PT Toyofuji Logistics Indonesia should leaders make their subordinates feel free so that employees can develop their creativity so that they can improve employee performance to work more productively.
2. PT Toyofuji Logistics Indonesia should always try to create a better corporate culture so that it can improve employee performance so that the company can become a role model for other companies in Indonesia.
3. PT Toyofuji Logistics Indonesia should be able to improve organizational commitment to be even better so that employees feel proud to be part of the organization and can improve employee performance in the company.
4. PT Toyofuji Logistics Indonesia should be able to improve employee performance even better in order to increase the ability of employees to do their work so that customers (internal & external) can be satisfied with the work results of employees at the company...
5. Further research is expected to use different research methods both from the type of research such as using mixed research methods (qualitative and quantitative) and from data collection techniques by adding types of data such as direct interviews with respondents in a comprehensive manner to obtain more and more quality data.

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