

Employee Performance Model: Analysis of Transformational Leadership, Organizational Culture, and Innovation: Survey at Directorate General of Customs and Excise of Indonesia - East Java 1 Regional Office

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Abstract: This study aims to analyze the effect of transformational leadership and organizational culture on innovation and employee performance at the Directorate General of Customs and Excise East Java I. The population of this study was employees of the East Java Customs Office I with a total of 317. The sample size in this study was determined through Slovin formula with a 5% margin error, so as to obtain a sample of 177 employees. Quantitative analysis method using path analysis (Path Analysis), followed by partial hypothesis testing (t test) with alpha 5 percent (0.05). Before further analysis, the requirements test was carried out through normality and regression linearity. Analysis tools using SPSS version 22.0 for Windows. The results of the study show that transformational leadership, organizational culture, and innovation affect performance, transformational leadership and organizational culture influence innovation, and transformational leadership influences organizational culture.

1 INTRODUCTION

The development of a nation generally relies heavily on tax revenues, not least in Indonesia. With such conditions, the government work unit that is given the task and responsibility of collecting taxes has a very strategic position. Directorate General of Customs and Excise, abbreviated as DJBC, which has a role as state revenue from the import duty, customs duty and excise tax sectors, and tax collection in the framework of imports.

The duties, functions and roles of DJBC are very important and strategic for the Indonesian economy, especially in supporting the Indonesian economy. Role as a revenue collector is still the main performance measure for DJBC because Indonesia still relies on revenue from the tax sector to finance the state budget.

Although the role of DJBC is not only as a collector of state revenue in the import duty, export duty and excise sector, but the role of revenue collector is the main role that is used as the Main Performance Indicator in the performance of DJBC

in general, including in vertical offices, namely offices area and office of customs and excise supervision and service. Each year the performance of the regional offices and the customs and excise service and supervision office is measured from the achievement of the targets set.

According to Gibson, Ivancevich and Donnelly (2004), individual performance is the basis of organizational performance, which means a decrease in organizational performance can be caused by a decrease in the performance of employees, or conversely employee performance increases will result in increased organizational performance.

One of the important pillars of institutional transformation in DJBC is the leadership factor. The Directorate General of Customs and Excise as a government agency that has strategic duties and functions that not only function as revenue collectors but also function as community protectors, trade facilitation and support to the industry, of course requires effective leadership to carry out these functions. The concept of leadership developed in the phase of institutional transformation is a type or transformational leadership style. Transformational

leadership is used as teaching for leadership training in the Ministry of Finance. Through the transformational leadership training, it is expected that leaders or officials in DJBC will be transformative, which is characterized by the influence of idealism, inspirational motivation, intellectual stimuli, and wise individual considerations can encourage subordinates to show their best performance. This is in accordance with the results of research by Jyoti and Bhau (2016) and Jenewein and Schmitz (2007) which prove that transformational leadership influences performance.

In addition, another factor that has become an emphasis in institutional transformation in DJBC is organizational culture. When the organizational culture is conducive, reflecting behavior patterns, assumptions, norms, values, beliefs, and ways of acting that are believed, felt and carried out and agreed upon by members of the organization can also encourage performance improvement. This is in accordance with the results of Tobing and Syaiful's research (2016) which prove that organizational culture influences performance.

In addition, other studies show that innovation in addition to influencing performance is also influenced by transformational leadership and organizational culture. As shown in the research of Park, Moon and Hyun (2014) and Nusair, Ababneh, and Bae (2012) that empirically transformational leadership has a positive and significant effect on innovation. Then the results of research by Nham, Pham, and Nguyen (2014), Yeşil and Kaya (2012), and Daher (2016) show that organizational culture influences innovation. In addition, organizational culture besides influencing performance and innovation is also influenced by transformational leadership. As shown in the research of Aydogdu and Asikgil (2011), Al-Sardieh (2012) and Mukhtar et. al (2016) that transformational leadership influences organizational culture.

2 THEORETICAL FRAMEWORK

Performance

According to Catherine (2009) performance can be interpreted from two perspectives, namely performance as behavior and results. Performance as a behavior, among others, is defined by Rotundo and Sackett in Catherine (2009) as follows, job performance typically conceptualized as actions and behaviors that are under the control of the individual that contributes to the goals of the organization. Performance is usually conceptualized as actions

and behaviors that are under the control of individuals who contribute to organizational goals.

Brumbrach as quoted by Armstrong (2009) states that performance means both behaviors and results. Behavior emanates from the performer and transform performance from abstraction to action. Not just the instruments for results, but also the results of their own right - the product of mental and physical effort, applied to tasks - and can be judged apart from results.

According to Wibowo (2009) performance is the result of work or work performance. Yuniarsih and Suwatno (2008) also suggest that performance is a real achievement that is displayed by someone after the person in charge performs their duties and roles in the organization. While Sutrisno (2011) argues that employee performance is an achievement that is obtained by someone in carrying out a task.

Transformational Leadership

Every organization needs leadership. This urgency is related to the strategic position of leadership for the dynamics and survival of the organization. One leadership style that is very popular today is transformational leadership. According to Kinicki and Kreitner (2008) the transformational leadership model generates significant organizational changes because this form of leadership emphasizes a higher level of intrinsic motivation, trust, commitment and loyalty from subordinates.

For Bateman and Snell (2015) in transformational leadership, leaders who motivate people to transcend their personal interests for the good of the group. The same was stated by Ivancevich et. al (2014) that transformational leaders are able to influence others by using charisma, paying attention, to followers, and stimulating others. Transformational leaders are able to influence others by using charisma, paying attention to followers, and stimulating others.

According to Bass, transformational leadership can be interpreted as Transformational leadership describing such leaders as change agents that are elicit and transform followers' beliefs, attitudes and motivations. These leaders provide vision and develop emotional relationships with their followers, increase the latter's consciousness and higher goals, above their own interests (Cavazotte, Flávia., Moreno, Valter., And Bernardo, Jane., 2013). Bass further explained in different literature that transformational leadership is transformational leadership emphasizes charisma, individualized consideration, and intellectual stimulation (Champoux, Joseph E., 2011).

Organizational culture

Culture consists of unwritten rules and represents the emotional side of the organization. Everyone who participates in culture but culture generally processes are not realized by everyone. Organizations are aware of culture when they try to implement new and different strategies or programs that are contrary to fundamental cultural norms and values. According to Daft, and Schneider that organizational culture provides cohesiveness and coherence inside the organization and resembles it to "glue" which brings and holds people together. This understanding implies that organizational culture provides coherence and coherence within the organization and equates it with the "glue" that brings and unites people (Zeyada, Mustafa., 2018).

Luthan (2011) defines organizational culture as Who is probably most closely associated with the study of organizational culture, defining it as a basis for assumptions that are discovered, discovered, and developed by a group of people. adaptation and internal integration that has worked well enough to be considered valuable and therefore to be taught to new members as well as to perceive, think and feel in relation to those problems.

Schein as quoted by McShane and Von Glinow (2015) states that organizational culture consists of three main elements. First, artifacts, which consist of stories / legends, rituals / ceremonies, organizational language, and physical structure. Second, shared values, including realized trust and evaluation of what is good and bad, right or wrong. Third, shared assumptions, consisting of unconsciousness (pre-existing perceptions or beliefs), and ideal mental models. This means that the organizational culture must at least include artifacts, shared values, and shared assumptions. From this it appears that organizational culture is very thick element of togetherness.

Innovation

According to Ireland, Hoskisson and Hitt (2011), innovation is the process of creating a commercial product from invention. On the other hand Montalvo argues that innovation is a well-recognised determinant of growth in firms, regions and in the economy as a whole, although explaining why (and how) firms innovate remains a challenge for academics and practitioners alike (Lenihan, Helena., and McGuirk, Helen, 2014).

According to Kreitner and Knicky that Innovation creation of new things that are used by consumers. Innovation is to create new things based on desire users. So it also according to scemerhorn. "Innovation is the process of creating new ideas and putting them into practice. Schermerhorn (2010) also said, "innovation is the process of taking a new idea

and putting it into practice." Innovation is the process of taking new ideas and putting them into practice. Along with this, Certo and Certo (2009) stated that "innovation is the process of applying new ideas for improvement of organizational processes, products, or services."

In addition, Ahmed and Shepherd (2010) say, innovation is a source of advancement and development. Further explained, innovation as creation (invention): the focus is on resources (people, time and money) to invent or develop a new product, service, new way of doing things, a new way of thinking about things. While Schumpeter defines innovation as innovation is described as the engine of growth and carrying out new combinations of productive means. "creative destruction. While Roper et al., mentions while firms rely on diverse sources of knowledge including horizontal, backward, forward and in-house linkages for innovation (Lenihan and McGuirk, 2014).

Then Robbins and Coulter (2016) signal creative innovation ideas and turning them into useful products or work methods. This understanding can be interpreted that innovation takes creative ideas and turns them into useful products or new work methods.

Conceptual Framework

The research framework can be described in Figure 1, as follows:

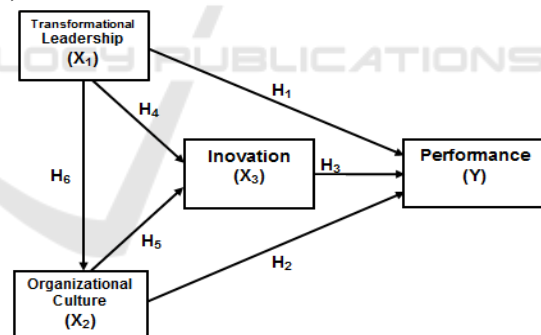


Figure 1: Conceptual Framework

The research hypothesis are :

1. Transformational leadership influences performance.
2. Organizational culture influences performance.
3. Innovation affects performance.
4. Transformational leadership influences innovation.
5. Organizational culture influences innovation.
6. Transformational leadership influences organizational culture.

3 RESEARCH METHOD

The unit of analysis of this study was employees of the East Java Customs Office I, with a sample of 177 respondents. The research approach used in this study is a quantitative approach using Path Analysis. This analysis is a development of the regression equation, which is one option in order to study the dependence of a number of variables in the model. This analysis is a good method to explain if there is a large set of data to analyze and look for a causal relationship. Path analysis is one of the analytical tools developed by (Dillon and Goldstein in Ali, H and Limakrisna, N, 2013). Wright developed a method to find out the direct and indirect effects of a variable, where there are variables that exogenous variables and endogenous variables.

The path diagram above consists of three sub-structures with three equations, where X1 and X2 are exogenous variables (exogenous) which are variables that have no explicit cause, this variable functions as an independent variable / cause for the following sequence variables Y and Z as endogenous variables (endogenous). Before the analysis, a questionnaire instrument test was carried out with validity and reliability testing, and a requirement test was carried out through normality and linearity tests.

4 ANALYSIS

Before stepping into testing hypotheses, it must first go through calculation analysis requirements. Testing the analysis requirements used consisted of two types, namely the normality test, and the linearity test.

From the results of the Liliefors, it shows that there is no Lcount value greater than Ltable, so it can be concluded that the estimated error originates from a population that is normally distributed. While the test of regression significance and linearity shows that the F-count value is greater than Ftable, so it can be concluded that all regression equations are linear.

To answer the objectives in this study, the main structure in the research model was broken down into three sub-structures, as follows :

- 1). $Y = 0,241.X1 + 0,318.X2 + 0,366.X3 + 0,31$.
- 2). $X3 = 0,367.X1 + 0,447.X2 + 0,43$.
- 3). $X2 = 0,715.X1 + 0,49$.

Where to answer goals 1, 2, and 3 with the first sub-structure, to answer the objectives 4 and 5 by using

the second sub-structure, and to answer goal 6 using the third sub-structure.

The value of coefficient of determination (R2) shows 0,69. This means that transformational leadership, organizational culture and innovation contribute to performance as big as 69%. Based on the results of the analysis of determination there are still many factors that influence performance, such as the researchs had been conducted by Aima, H., & Ali, H. (2017), Ansori, A., & Ali, H. (2017), Riyanto, S., Sutrisno, A., & Ali, H (2017) and Ali H. & Syaileandra, Y. (2013), therefore further research is needed.

The following is the SPSS output of the three structures summarized in the following table.

Table 1: SPSS Output Three Sub Structures

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std.Error			
X1 – Y	.334	.090	.241	3.701	.000
X2 – Y	.352	.074	.318	4.722	.000
X3 – Y	.338	.060	.366	5.653	.000
X1 – X3	.549	.106	.367	5.154	.000
X2 – X3	.535	.085	.447	6.277	.000
X1 – X2	.894	.066	.715	13.529	.000

Path Analysis Results

The output results above are included in the structural equation image as follows:

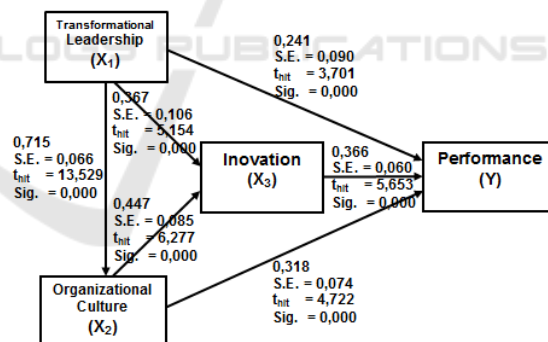


Figure 2: Hypothetic Model along with Path Coefficient Value

The results of the influence analysis between variables are as follows:

1. Effect of Transformational Leadership (X1) on Performance (Y).

Based on the calculation results obtained the path coefficient of the direct effect of transformational leadership (X1) on performance (Y) is P41 = 0.241. The path coefficient value shows that the direct effect of transformational leadership (X1) on performance (Y) is 0.241. The path coefficients obtained are positive, so that the effect is directly

proportional, meaning that the higher or better the level of transformational leadership will improve performance. The value of t_{count} obtained is 3.701, while the value of t_{table} for $dk = 177$ at $\alpha = 0.05$ is 1.653. $t_{count} > t_{table}$, then H_0 is rejected and H_1 is accepted. This means that transformational leadership has a positive and significant direct effect on performance.

2. Effect of Organizational Culture (X2) on Performance (Y).

From the calculation shows the path coefficient of the influence of organizational culture (X2) on performance (Y) is $P_{42} = 0.318$. The path coefficient value shows that the direct effect of the variable organizational culture (X2) on performance (Y) is 0.318. Positive path coefficients prove that improving organizational culture will lead to improved performance. While the value of t_{count} obtained is 4.722, and the value of t_{table} for $dk = 177$ at $\alpha = 0.05$ is 1.653. $t_{count} > t_{table}$ which means H_0 is rejected and H_1 is accepted. This means that organizational culture has a positive and significant direct effect on performance.

3. Effect of Innovation (X3) on Performance (Y)

Based on the calculation of the path coefficient for the direct effect of innovation on performance (P_{43}) coefficient = 0.366. The path coefficient value shows that the direct effect of the innovation variable (X3) on performance (Y) is 0.366. The obtained path coefficient is positive, which shows the understanding that increasing innovation will be followed by increased performance. The t_{count} obtained is 5.653 and the t -value for $dk = 177$ at $\alpha = 0.05$ is 1.653. The $t_{count} > t_{table}$ carries the meaning that H_0 is rejected and H_1 is accepted. This means that innovation has a positive and significant direct effect on performance.

4. Effect of Transformational Leadership (X1) on Innovation (X3).

Calculation of the path coefficient for the direct effect of transformational leadership (X1) on innovation (X3) is P_{31} coefficient = 0.367. The path coefficient value shows that the direct effect of transformational leadership (X1) on innovation (X3) is 0.367. The path coefficient obtained is positive, which shows the understanding that increasing transformational leadership will be followed by increased innovation. While the t_{count} obtained is 5.154 and the t -value for $dk = 177$ at $\alpha = 0.05$ is 1.653.

5. Effect of Organizational Culture (X2) on Innovation (X3).

Based on the calculation of the path coefficient shows the path coefficient direct effect of organizational culture on innovation (P_{32}) = 0.447. The path coefficient value shows that the direct effect of the variable organizational culture (X2) on innovation (X3) is 0.447. The path coefficient obtained is positive, which means that the increase in organizational culture will be followed by an increase in innovation. While the value of t_{count} obtained is 6.277, and the value of t for $dk = 177$ at $\alpha = 0.05$ is 1.653. $t_{count} > t_{table}$, so H_0 is rejected and H_1 is accepted. This implies that organizational culture has a positive and significant direct effect on innovation.

6. Effect of Transformational Leadership on Organizational Culture

Based on the calculation of the path coefficient of the influence of transformational leadership on organizational culture (P_{21}) the value = 0.715 was obtained. The path coefficient value shows that the direct effect of transformational leadership (X1) on organizational culture (X2) is 0.715. The path coefficient is positive which means that the improvement of transformational leadership will have an impact on improving organizational culture. The t_{count} obtained is 13,529, and the t -value for $dk = 177$ at $\alpha = 0.05$ is 1,653. $t_{count} > t_{table}$ which means H_0 is rejected and H_1 is accepted. This implies that transformational leadership has a positive and significant direct effect on organizational culture.

5 DISCUSSION

From the results of the interpretation of the data above, it can be discussed that:

1. Effect of Transformational Leadership on Performance

The results of this study indicate that transformational leadership has a positive and significant direct effect on performance. This finding is understandable because in the dynamics of organizational life, including government organizations, transformational leadership has an important and vital role in encouraging employee performance improvement, including goods inspection staff at the Kantor Wilayah Direktorat Jenderal Bea dan Cukai Jawa Timur I. Research results of Gooty et al (2009) and Biswas (2012) also

show that transformational leadership has a positive effect on performance. This means that the results of this study support and confirm the results of previous studies that transformational leadership has a positive effect on performance with the location and object of research on goods inspectors in government organizations, especially the Kantor Wilayah Direktorat Jenderal Bea dan Cukai Jawa Timur I.

2. Effect of Organizational Culture on Performance

The results of this study have shown that organizational culture has a positive and significant direct effect on performance. This emphasizes the meaning that organizational culture has a vital role for the advancement of organizational members (employees) and organizations, including government organizations, especially the Kantor Wilayah Bea Cukai Jawa Timur I. The results of this study show the same results as the research conducted by Nikpour (2017) which shows that organizational culture influences performance, with research settings on employees examining government organizations, especially the Kantor Wilayah Bea Cukai Jawa Timur I. However, compared to these previous studies, the results of this study have differences in the scope of performance variables. In the Nikpour study the scope is an organization, while in this study the scope is individual. In this research perspective, individual performance is predisposed to organizational performance, as constrained by Gibson et al (2009) that individual performance is the basis of organizational performance.

3. Effect of Innovation on Performance

The results of this study also show that innovation has a positive and significant direct effect on performance. This finding is easy to understand, because innovation has now become a necessity and has become part of modern organizations, including government organizations, especially the Kantor Wilayah Direktorat Jenderal Bea dan Cukai Jawa Timur I. The results of research by Marques and Ferreira (2009), and Omri (2015), provide support for this research. And the research of Tantayanubutr and Panjakajornsak (2017) also shows that innovation influences business performance. This means that the results of this study support and confirm the results of previous studies that innovation has a positive effect on performance with research settings on employees examining government organizations, especially the Kantor

Wilayah Direktorat Jenderal Bea dan Cukai Jawa Timur I.

4. Effect of Transformational Leadership on Innovation.

The results of this study also show that transformational leadership influences innovation. This finding is also understandable. Transformational leadership is a person's ability to influence, motivate, manage activities and interactions between individuals, and enable others to build a vision and confidence so that they can contribute to the achievement of organizational goals, through the influence of idealism, inspirational motivation, intellectual stimuli, and individual considerations. The results of Park's research, Moon and Hyun (2014) and Nusair, Ababneh, and Bae (2012) also show that leadership influences innovative behavior. This means that the results of this study support and confirm the results of previous studies that transformational leadership has a positive effect on employee innovation with research settings on employees examining government organizations, especially the Direktorat Jenderal Bea dan Cukai.

5. Effect of Organizational Culture on Innovation

The results of this study also show that organizational culture has a positive and significant direct effect on innovation. This finding shows the vitality of organizational culture for employee innovations, including employees of auditors at the Kantor Wilayah Direktorat Jenderal Bea dan Cukai Jawa Timur I. Results of research by Nham, Pham, and Nguyen (2014), Yeşil and Kaya (2012), and Daher (2016) also prove that the organizational culture is related to innovation. This means that the results of this study support and confirm the results of previous studies that organizational culture has a positive effect on innovation with research settings on employees examining government organizations, especially the Direktorat Jenderal Bea dan Cukai.

6. Effect of Transformational Leadership on Organizational Culture

The results of this study also show that transformational leadership has a positive and significant effect on the culture of organization. This condition confirms the meaning that transformational leadership is not only important for improving employee performance and innovation, but also vital for building organizational culture. The results of Aydogdu and Asikgil (2011) and Al-

Sardieh (2012) research also prove that transformational leadership has an influence on organizational culture. Thus, the results of this study support and confirm the results of previous studies that transformational leadership has a positive effect on organizational culture with research settings on employees examining government organizations, especially the Direktorat Jenderal Bea dan Cukai.

6 CONCLUSIONS

Based on the results and discussion, the conclusions of this study are:

1. Transformational leadership has a positive and significant direct effect on performance. This finding shows that the improvement of transformational leadership at the leadership level in the work area of the Kantor Wilayah Bea Cukai Jawa Timur I, can improve the performance of goods inspection staff in the Kantor Wilayah Bea Cukai Jawa Timur I.
2. Organizational culture has a positive and significant direct effect on performance. This finding shows that the improvement of organizational culture in the work environment at the Kantor Wilayah Bea Cukai Jawa Timur I can improve the performance of goods inspection staff in the Kantor Wilayah Bea Cukai Jawa Timur I.
3. Innovation has a positive and significant direct effect on performance. This finding shows that improvements in innovation in the work environment of the Kantor Wilayah Bea Cukai Jawa Timur I can improve the performance of goods inspectors at the Kantor Wilayah Bea Cukai Jawa Timur I.
4. Transformational leadership has a positive and very significant direct effect on innovation. This finding shows that the improvement of transformational leadership at the leadership level in the work area of the Kantor Wilayah Bea Cukai Jawa Timur I can increase the innovation of goods inspectors at the Regional Office of the Directorate General of Customs and Excise at the Kantor Wilayah Bea Cukai Jawa Timur I.
5. Organizational culture has a positive and very significant direct effect on innovation. This finding shows that the improvement of organizational culture in the Kantor Wilayah Bea Cukai Jawa Timur I can increase the innovation of goods inspectors in the Kantor Wilayah Bea Cukai Jawa Timur I.
6. Transformational leadership has a positive and very significant direct effect on organizational culture. This finding shows that the improvement of transformational leadership at the leadership level in the working area of the Kantor Wilayah Bea Cukai Jawa Timur I can create organizational culture conductivity in the Kantor Wilayah Bea Cukai Jawa Timur I.

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