



THE INFLUENCE OF CORPORATE CULTURE AND TRANSFORMATIONAL LEADERSHIP AGAINST EMPLOYEE PERFORMANCE MEDIATED BY EMPLOYEE ENGAGEMENT AT PT PLN (PERSERO) UP3 KEBON JERUK

Gusti Ray Hardiyanti¹, M Havidz Aima², M. Ridwansyah³

¹Mercu Buana University, Jakarta, Indonesia, gustiray12@gmail.com

²Mercu Buana University and Esa Unggul University, Jakarta, Indonesia, havidz.aima@yahoo.com

³Jambi University, Jambi, Indonesia, ridwansyah.feb@unja.ac.id

Corresponding Author: M. Ridwansyah³

Abstract: This study aims to determine and further analyze the influence of corporate culture and transformational leadership on employee performance with employee engagement as an intervening variable at PT PLN (Persero) UP3 Kebon Jeruk. This study uses quantitative analysis with data collection methods through questionnaires. The population and sample in the study were 63 respondents. The data analysis method used SEM-PLS. The results of the study show that corporate culture has a positive and significant effect on employee engagement, corporate culture has a significant positive effect on performance employees. Transformational leadership has a significant positive effect on employee engagement, transformational leadership has a positive and significant effect on employee performance. Employee engagement has a significant positive effect on employee performance. Employee engagement has a positive but not significant impact mediating corporate culture on employee performance, employee engagement has a significant positive impact mediating transformational leadership on employee performance.

Keywords: Corporate Culture, Transformational Leadership, Employee Engagement, And Employee Performance.

INTRODUCTION

In the current era of globalization, the need for electricity for households, businesses, or industries is increasing every year. Electrical energy is important in national development in order to achieve prosperity and progress for the Indonesian people for the present and the future. Along with the development and changing times, PT PLN (Persero) is present in the distribution of electrical energy to customers throughout Indonesia. This company is under a Badan Usaha Milik Negara (BUMN) which is required to always be better in the availability of electricity and the

quality of electricity services. PT PLN (Persero) together with the ESDM Ministry implemented the Indonesia Terang program with a 100% electrification ratio. This requires PT PLN (Persero) to be able to distribute energi electricity to all regions of Indonesia from Sabang to Merauke, especially in the 3T place (Lagged, Frontier, and Outermost) where access and terrain to reach these locations are relatively difficult. The benchmark of this program is the value of the electrification ratio.

In addition to the electrification ratio, PLN is also required to meet the service quality level (TMP). TMP is a measure that states the service quality of PT PLN (Persero) to Electricity Consumer Protection customers as stated in ESDM Regulation Number 27 of 2017. PT PLN (Persero) must reduce the electricity bills to consumers if the realization of the Electricity Service Quality Level (TMP) exceeds 10% (ten percent) above the amount of the Electricity Service Quality Level (TMP).

With all the responsibilities and challenges faced today, it does not make it a threat, but PLN sees this as an opportunity to always adapt by implementing various sustainability strategies by developing service quality and achieving superior performance. This is inseparable from human resources which are the most important assets and determinants of the sustainability and success of an organization in an institution or organization company. In this era requires good quality human resources (HR) to be able to compete globally. The management and improvement of human resource competencies must be carried out by "BUMN", one of which includes PT PLN (Persero). The various performance achievements made by the Company certainly cannot be separated from qualified human resources who require careful management. The company must appreciate the various initiatives to continue to improve competence and maintain the attachment of PLN personnel from time to time. As PLN personnel, it is expected that they can carry out their duties and responsibilities properly. So that it can produce the best and always superior company performance. PLN personnel contribute greatly to the country's progress in lighting up Indonesia.

According to Giri et al. (2016) Employee performance refers to a person's achievements as measured by the standards or criteria set by the company. One of the best performance achievements is influenced by the company's internal and external environment. As for the influence of the internal environment, the company's role is needed to improve the company's culture. The existence of the Covid-19 phenomenon requires PLN to make new changes following current developments. Where all digitalization systems are a must nowadays. With new challenges, during the COVID-19 phenomenon that was never imagined before, the pandemic conditions actually pushed the acceleration of digitizing business processes that are part of PLN's Transformation.

In order to achieve superior employee performance, PLN has changed its vision from "Recognized as a world-class power company that grows, excellence and trusted by relying on human potential", changed to "Become a leading power company in Southeast Asia and the customer's choice for energy solutions". Where the company has a main business, in the form of providing electricity starting from primary energy, power generation, transmission, distribution, and sales to support the sustainability of the electricity industry. PLN is committed to being able to provide electricity with world-class service quality standards so that Indonesia becomes the main investment choice in Southeast Asia World-class services that are expected to be realized by 2025. PT PLN (Persero) UP3 Kebon Jeruk, is a Distribution Service Customer Implementation Unit under PT PLN (Persero) Greater Jakarta Distribution Main Unit. The working area of UP3 Kebon Jeruk covers 52 urban villages with a total of 225,764 customers (March 2021). PT PLN (Persero) UP3 Kebon Jeruk serves electrical power including customer service, engineering services, and energy transactions. With the same goal in realizing the vision of becoming a leading power company in Southeast Asia and the customer's choice for energy solutions, companies must be able to produce the best performance that is in line with the results of employee performance.

Based on the secondary data that the authors have collected, the achievement of the performance of PT PLN (Persero) UP3 Kebon Jeruk in 2016 to 2018 has decreased work performance. In 2016 the value of work performance was 95.92, in 2017 the value of work performance decreased to 93.26 and in 2018 the most decrease was 87.31. Work achievement then increased in 2019 by 91.21 and fell again to 77.96 in 2020.

Changes in corporate culture and values, from SIPP (Mutual Trust, Integrity, Care and Learning or in Indonesian is Saling Percaya, Integritas, Peduli dan Pembelajaran), to AKHLAK (Trust, Competent, Harmonious, Loyal, Adaptive and Collaborative or in Indonesian is Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif). With Back to Basic Culture Program, Build the Core. As well as realizing the company's vision, culture, and values, the role of Human Resources is the biggest asset that can contribute to the sustainability of a company and the progress of the company. Each unit must have a strategy to adapt the PLN transformation. In the midst of the challenges of a large company and the current covid-19 phenomenon, all units are required to be able to implement the PLN transformation.

Corporate culture is the foundation in realizing and improving company performance. PLN continues to move forward by carrying out a cultural transformation to prepare the electricity needs in the country now and in the future. To transform for the better, PLN is committed to operating more efficiently, effectively, and on target to improve the nation's economy. Power optimization aims to get maximum results to improve work performance and quality. Switching from PLN SIPP culture to PLN Ber-AKHLAK is one of the changes to achieve better performance. Director of Human Capital and Management of PT PLN (Persero) Syufvi Felienty Rokman said that changes

in corporate culture cannot be done instantly or in a short time, its needs a road map in the implementation of AKHLAK culture in the company.

AKHLAK stands for Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative, in Indonesian is Amanah, Kompeten, Harmonis, Loyal, Adaptif dan Kolaboratif which was inaugurated by the Minister of BUMN Mr. Erick Thohir as "core values" in the ministry environment. AKHLAK as the basis for the formation of human resources in the Company's environment. Along with the implementation of AKHLAK as a new culture of BUMN which is used as a guide to behavior and work culture for all PLN personnel.

However, different results were found by Azzahra (2019) in her research "The Effect of Organizational Culture on Employee Performance Through Knowledge Sharing as an Intervening Variable at PT Telkom Indonesia Regional V" that Corporate Culture does not directly affect employee performance. The existence of a research gap also strengthens the adoption of Corporate Culture as a variable in this study.

In addition to corporate culture, the determining factor for the company's success is leadership. (Miftah Thoha, 2010:5) says that leadership is an activity to influence people so that they are directed to achieve organizational goals. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture.

Leadership can be the spearhead of transformation in an organization and even a country. An organization will not transform until the leader implements the transformation. Transformational leadership occurs when leaders and followers work together to achieve a common vision and mission.

According to the results of previous research by Dewi et al. (2018) in research conducted in BUMN companies, PT. Kimia Farma (Persero) Tbk and PT. Bio Farma (Persero) shows that transformational leadership has a significant positive effect on employee performance. Meanwhile, according to Martha et al. (2020) in research conducted at PT. Gersindo Minang Plantation-Palm Oil Mill (GMP-POM), show that transformational leadership has a positive and insignificant effect on employee performance. According to Balansa et al (2017) in research conducted at BUMN company PT. Pegadaian (Persero) Karombasan Branch Office shows that transformational leadership has a negative and insignificant effect on employee performance.

Employee engagement is the condition of employees actively having self-management in carrying out their work or is defined as the tendency of an employee to express himself physically, cognitively, and emotionally when doing work, which makes employees have positive attitudes

and behaviors so that employees become productive in their work. carry out their work to achieve the company's performance targets.

Employee engagement is very much needed by the company, with high employee engagement it can build commitment from employees to the company. Employee engagement can be the key to the company's success in achieving its targets and goals. Because employee engagement can increase work motivation and high productivity of employees. Gallup Consulting (2017) suggests that "employee engagement is involvement, enthusiasm and commitment to the job and the workplace".

LITERATURE REVIEW

Employee Performance

Employee performance is an activity carried out by employees, including the quality and quantity of output, attendance at work, accommodative, helpful nature also timeliness in producing output. As stated by Mangkunegara (2005) in Nawiyah et al. (2017:78) that the term performance comes from the word job performance (work or actual achievement achieved by a person), is the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

According to Wirawan (2009:68) performance standards need to meet several requirements that can be used as benchmarks in measuring performance, namely: There is a relationship of relevance to the company's strategy, reflecting the nobility of the responsibility of employees in carrying out their work. pay attention to the influence of factors outside the control of employees, pay attention to technology and production processes, sensitive, able to distinguish between acceptable and unacceptable performance, provide challenges to employees, realistic, relate to the time of achievement, can be measured and there are measuring tools for measuring standards, standards must be consistent, standards must be fair, comply with the provisions of labor laws and regulations.

Corporate Culture

Corporate culture is often interpreted as values, symbols that are understood and obeyed together, which are owned by an organization so that organizational members feel one family and create a condition for members of the organization to feel different from other organizations. Organizational culture is the value that exists in an organization that is used as a guideline by members to achieve goals, and differentiates it from other organizations (Patra and Aima, 2018).

According to Robbins and Coulter (2015: 52), the meaning of the organization is a shared meaning system in an organization that determines the level at which employees carry out activities to achieve organizational goals. According to Edgar H. Schein in the journal Wiwik

Yuswani (2016). Culture is a pattern of basic assumptions created, discovered or developed by certain groups as learning to overcome problems of external adaptation and internal integration that are official and well implemented and therefore taught or passed on to new members as the right way to understand, think, and feel related to the problems that occur.

According to Stephen P. Robbins, Gary Dessler (2014) in his book *Organizational Theory*, Corporate Culture is included in organizational theory. Meanwhile, corporate culture is an application of corporate culture and if applied in a management environment, it will form a management culture. According to Robbins and Coulter (2015: 52), the dimensions and indicators of Corporate Culture are described as follows: 1) Innovation and risk tasking, 2) Attention to detail, 3) Outcome orientation, 4) People orientation, 5) Team orientation, 6) Aggressiveness, 7) Stability.

Transformational leadership

According to Bass in Robbins and Judge (2013), “Transformational leaders inspire followers to transcend their own self interests for the good of organization and are capable of having a profound and extraordinary effects on their followers”, Transformational leadership is defined as a leader who inspires his followers to put aside their personal interests for the good of the organization and they are able to have an extraordinary influence on their followers. Transformational leaders pay attention to the self-development needs of their followers, change followers' awareness of the issues at hand by helping others see old problems in new ways, and are able to please and inspire followers to work hard to achieve common goals.

According to Bass and Avolio (1985) in Gary Yukl (2017:316), transformational leadership makes followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than initially expected of them. Leaders change and motivate followers by 1) making them more aware of the importance of task outcomes, 2) persuading them to put the interests of their team or organization ahead of their personal interests, and 3) activating their higher-order needs. Transformational leadership has a number of components according to Bass and Avolio (2011) as follows: 1) Idealized Influence, 2) Inspirational Motivation, 3) Individualized Consideration, and 4) Intellectual Stimulation.

Employee Engagement

Employee engagement as commitment or motivation refers to a psychological state where employees feel they have an interest in the success of the company and perform tasks to a high standard beyond the assigned requirements. (source: mencerHR.com, quoted in Truss et al., 2014). Employees who give full dedication or in other words have a high level of involvement with the company, the organization will get maximum results through the performance of its employees (Pratama and Aima, 2019).

Marciano (2010) states that employee engagement depends on 5 dimensional areas namely organization, leadership, team members, work, and individual. Meanwhile, according to Schaufeli & Bakker (2003) the dimensions or aspects of employee engagement consist of three, namely:

1. Vigor: This aspect is characterized by a high level of mental strength and resilience at work, the desire to try seriously in work, persistent in the face of difficulties
2. Dedication: The aspect of dedication is marked by a feeling that is full of meaning, enthusiasm, inspiration, pride and challenge in work. People who score high on dedication strongly identify with their work because it makes it a rewarding, inspiring and challenging experience.
3. Absorption: This aspect of absorption is characterized by deep concentration and interest, immersed in work, time seems to pass by so fast and the individual finds it difficult to break away from work and forgetting everything around them, people who score high on absorption usually feel happy to be distracted by work, feel immersed in work and find it difficult to separate from work.

Based on the description of the employee engagement aspect above, the aspects that will be used in this study are the aspects described by Schaufeli & Bakker, namely vigor, dedication, and absorption. The researcher chose the aspect described by Schaufeli and Bakker because it is more in line with the conditions of the research to be carried out by the researcher, and this aspect is widely used in other studies related to employee engagement.

Theoretical Frameworks and Hypotheses

Based on the phenomena, several previous studies and theoretical studies that have been described above, the theoretical framework and hypotheses in this study can be drawn as follows:

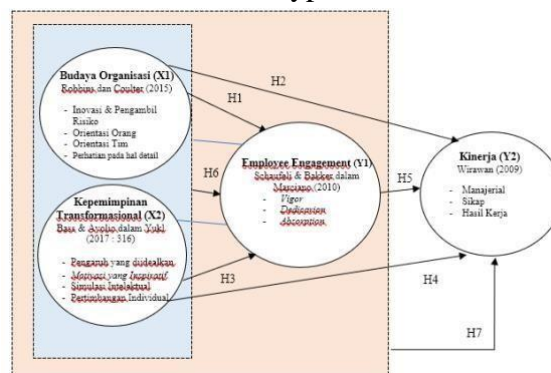


Figure 1. Conceptual Framework
Source: Data processed by the author (2021)

From the picture of the theoretical framework above, it can be concluded that the H is as follows:

- H 1: Organizational Culture has a significant effect on Employee Engagement
- H 2: Organizational Culture has a significant effect on Employee Performance
- H 3: Transformational Leadership has a significant effect on Employee Engagement
- H 4: Transformational Leadership has a significant effect on Employee Performance

H 5: Employee Engagement has a significant effect on Employee Performance

H 6: Organizational Culture has a significant effect on Employee Performance mediated by Employee Engagement

H 7: Leadership has a significant effect on employee performance mediated by employee engagement

RESEARCH METHODS

The research method used is quantitative research. Primary data (interviews and questionnaires) and secondary data (literature study). The independent variables in this study are corporate culture and transformational leadership, while the dependent variable is employee engagement and employee performance. The results of the research study are displayed in a simple manner so that they are easy to understand and can describe and analyze the effect of the independent variables on the dependent variable. Research variables are explained in terms of dimensions, indicators and question items as data collection instruments.

Population and Sample

The population in this study was determined and limited to permanent employees of PT. PLN (Persero) UP3 Kebon Jeruk as many as 63 (sixty three) people. The sampling technique used is nonprobability sampling or saturated sampling. According to Sugiyono (2018:85) saturated sampling is a sampling technique when all members of the population are sampled.

Data Analysis

The data analysis method in this study is the Structural Equation Model (SEM) with the Smart-PLS analysis tool. According to Ghazali (2016) explaining that PLS is an analytical technique that is soft modeling because it does not assume the data must be with a certain scale measurement, so it can be done with a small number of samples (under 100 samples).

FINDINGS AND DISCUSSION

Characteristics of Respondents

The results of data analysis are presented descriptively of each variable obtained. Respondents in this research amounted to 63 permanent employees of PT PLN (Persero) UP3 Kebon Jeruk. Characteristics of respondents, differentiated by gender, age and education level. Characteristics of respondents based on gender, the most dominating respondents are male sex at 62% and the remaining 40% are female. For the characteristics of the age category, it is dominated by the age of young millennials up to the age of 30 years by 49%, ages 30-40 by 30%, ages 50-56 years by 13% and the lowest in the age range of 40-50 years by 8%. Based on the level of education, it is dominated by undergraduate education (S1) at 51%, SMA/SMEA/STM education at 32%, D1/D3 at 17%, and the lowest for postgraduate education background (S2) is 0%.

Descriptive Statistical Analysis of Research Variables

Descriptive statistical analysis of research variables was used to determine the tendency of the answers to the questionnaire or the extent to which the respondents' answers were in accordance with the category of answer choices using a Likert scale from a scale of 1 (strongly disagree) to 5 (strongly agree) on the statements of each variable. The descriptive summary of the research variables is presented in table 1 as follows:

Table 1. Descriptive Summary of Research Variable Values

Variable	Variable Mean Value
Corporate Culture	3,19
Transformational Leadership	3,20
Employee Engagement	3,35
Employee performance	3,39

From table 1 above, it can be seen that the average respondent's response is dominated by the employee performance variable of 3.39, followed by the respondent's response to the Employee Engagement variable which produces an average of 3.35, then the response of the transformational leadership respondents produces an average of 3.20 and the last variable respondent's response corporate culture earns an average of 3.19.

Evaluation of Reflective Measurement Model (Outer Model) or Indicator Test Convergent Validity

Evaluation of the measurement model is done by calculating convergent validity. Convergent validity is known through the loading factor and Average Variance Extracted (AVE), the following will explain each of the convergent validity tests. The loading factor value used in this study is > 0.6 which means it is valid and can be used.

Below shows a picture of the results of the measurement model calculation with SmartPLS version 3.0 which shows the loading factor value for each research variable indicator.

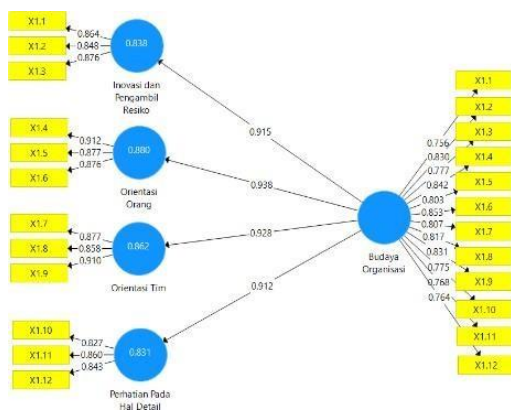


Figure 2. Loading Factor on Corporate Culture (X1)

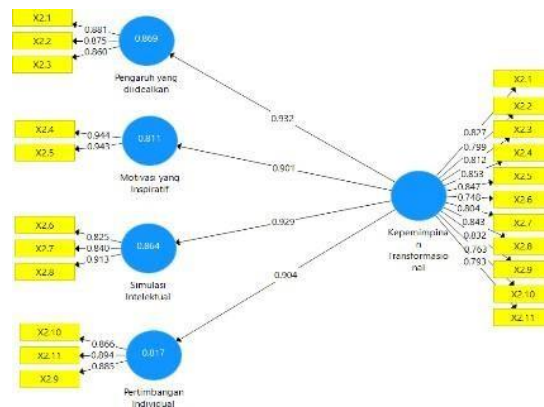


Figure 3. Loading Factor on Leadership Transformasional (X2)

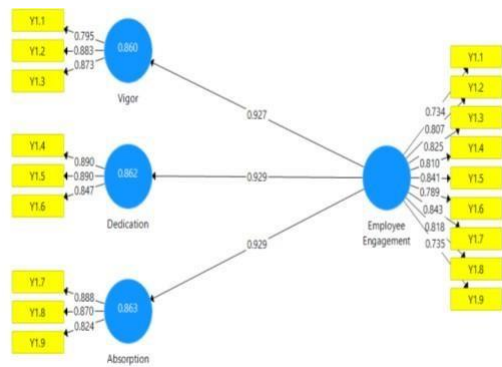


Figure 4. Loading Factor on Employee Engagement (Y1)

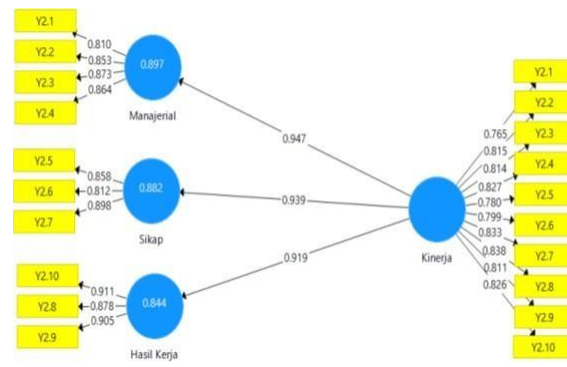


Figure 5. Loading Factor on Employee Performance (Y2)

Table 2. Value of Average Variance Extracted (AVE)

Variable	AVE	Cut Off	Description
Corporate Culture (X1)	0,853	0,6	Valid
Transformational Leadership (X2)	0,841	0,6	Valid
Employee engagement (Y1)	0,862	0,6	Valid
Employee Performance (Y2)	0,875	0,6	Valid

From table 2, it can be seen that the AVE value of all variables is more than 0.6 and is declared valid in measuring variables or dimensions.

Discriminant Validity

To determine discriminant validity by calculating cross loading with criteria the value of Cross Loading in a corresponding variable is greater than the correlation value of the indicator on other variables or dimensions, then the indicator is declared valid in measuring the corresponding variable.

Table 3. Discriminant Validity Test (Cross Loading)

	Corporate Culture	Transformational Leadership	Employee Engagement	Employee Performance	Description
X1.6	0,752	0,596	0,535	0,611	Valid
X1.7	0,835	0,677	0,724	0,744	Valid
X1.8	0,779	0,704	0,659	0,704	Valid
X1.9	0,842	0,705	0,644	0,698	Valid
X1.10	0,804	0,651	0,690	0,689	Valid
X1.11	0,851	0,733	0,645	0,748	Valid
X1.12	0,808	0,729	0,645	0,706	Valid
X2.1	0,818	0,625	0,658	0,737	Valid
X2.2	0,837	0,709	0,735	0,757	Valid
X2.3	0,772	0,664	0,561	0,641	Valid
X2.4	0,762	0,558	0,538	0,592	Valid
X2.5	0,762	0,648	0,627	0,598	Valid

X2.6	0,690	0,828	0,753	0,688	Valid
X2.7	0,617	0,797	0,661	0,674	Valid
X2.8	0,633	0,811	0,699	0,679	Valid
X2.9	0,712	0,854	0,770	0,759	Valid
X2.10	0,727	0,846	0,689	0,761	Valid
X2.11	0,584	0,745	0,601	0,626	Valid
Y1.1	0,722	0,805	0,675	0,753	Valid
Y1.2	0,709	0,843	0,673	0,760	Valid
Y1.3	0,724	0,834	0,750	0,735	Valid
Y1.4	0,643	0,765	0,705	0,676	Valid
Y1.5	0,655	0,792	0,660	0,607	Valid
Y1.6	0,568	0,669	0,732	0,586	Valid
Y1.7	0,653	0,715	0,808	0,704	Valid
Y1.8	0,658	0,711	0,827	0,726	Valid
Y1.9	0,588	0,629	0,805	0,669	Valid
Y2.1	0,707	0,710	0,843	0,768	Valid
Y2.2	0,715	0,697	0,789	0,660	Valid
Y2.3	0,677	0,740	0,846	0,776	Valid
Y2.4	0,507	0,606	0,811	0,649	Valid
Y2.5	0,668	0,687	0,741	0,676	Valid
Y2.6	0,698	0,651	0,688	0,767	Valid
Y2.7	0,645	0,750	0,730	0,815	Valid
Y2.8	0,664	0,685	0,704	0,813	Valid
Y2.9	0,655	0,724	0,688	0,826	Valid
Y2.10	0,699	0,658	0,695	0,780	Valid
X1.6	0,719	0,717	0,632	0,799	Valid
X1.7	0,712	0,742	0,709	0,832	Valid
X1.8	0,705	0,687	0,760	0,838	Valid
X1.9	0,728	0,692	0,722	0,811	Valid
X1.10	0,732	0,721	0,689	0,825	Valid

Based on table 3, it shows that all indicators have a cross loading value of the construct that is greater than the cross loading value of the other constructs so that it is declared valid. It can be concluded that the constructs of corporate culture, transformational leadership, employee engagement, and performance have good discriminant validity.

Reliability Testing

Reliability test aims to determine the instrument used is consistent/reliable. With the criteria of the value of all variables have Composite Reliability values > 0.7 and Cronbach's Alpha > 0.7 .

Table 4. Reliability Testing

Variable	Cronbach's Alpha	Description	Composite Reliability	Description
Corporate Culture	0,942	Reliabel	0,959	Reliabel
Transformational Leadership	0,937	Reliabel	0,955	Reliabel
Employee engagement	0,920	Reliabel	0,949	Reliabel
Employee Performance	0,928	Reliabel	0,954	Reliabel

Based on table 4 the Composite Reliability and Cronbach's Alpha values > 0.7 and meet the criteria, it is stated that all indicators are declared reliable or consistent in measuring the variables.

Evaluation of Structural Measurement Model (Inner Model)

According to Siswoyo (2017:374) structural model testing is to see the significance of the relationship between constructs or variables. As can be seen from the path coefficient which is described by the strength of the relationship between the variable constructs. Structural model tests were carried out assessing the coefficient of determination (R^2), Effective Size (F^2), Predictive Relevance Value (Q^2), T-statistics.

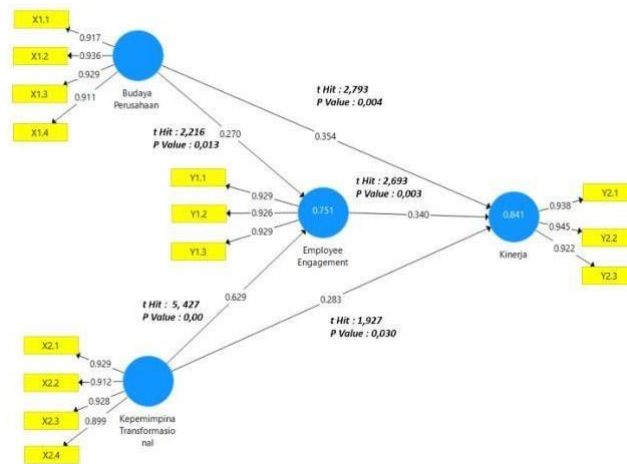


Figure 6. Calculation Results of the Structural Model (Inner Model)

Table 5. Results of Partial Hypothesis Testing

Impact	Original sample (O)	T statistics (O/STDEV)	P Values	Description
Corporate Culture (X1) -> Employee engagement (Y1)	0,27	2,24	0,013	H1 accepted
Corporate Culture (X1) -> Employee Performance (Y2)	0,354	2,644	0,004	H2 accepted
Employee engagement (Y1) -> Employee Performance (Y2)	0,34	2,793	0,003	H3 accepted
Transformational Leadership (X2) -> Employee engagement (Y1)	0,629	5,376	0	H4 accepted

Impact	Original sample (O)	T statistics (O/STDEV)	P Values	Description
Transformational Leadership (X2) -> Employee Performance (Y2)	0,283	1,879	0,03	H5 accepted

Table 6. Indirect Effect Test Results

Impact	Original sample (O)	T statistics (O/STDEV)	P Values	Description
Corporate Culture -> Employee engagement -> Employee Performance	0,092	1,435	0,076	H6 not accepted
Transformational Leadership -> Employee engagement -> Employee Performance	0,214	2,739	0,003	H7 accepted

Effect Size (F²)

Measurement of effect size F² aims to see the impact of the model or the value of the influence of the exogenous latent variable on the endogenous latent variable. The criteria for the F-Square value: 0.02 , 0.15 , 0.35 indicate a small, medium, and large model (Ghozali, 2015).

Table 8. Test Results for Effect Size F²

No.	Variable Relation	F ²	Description
1	Corporate Culture (X1) -> Employee engagement (Y1)	0,090	Low
2	Corporate Culture (X1) -> Performance (Y2)	0,223	Medium
3	Kepemimpinan Transformasional (X2) -> Employee engagement (Y1)	0,489	High
4	Kepemimpinan Transformasional (X2) -> Performance (Y2)	0,105	Medium
5	Employee engagement -> Performance	0,181	Medium

Predictive Relevance (Q²)

The results of the predictive relevance test (Q²) can be concluded as good if the value is > 0. Where the purpose of Q² is to validate the model. The Q² predictive relevance values are 0.002 (weak), 0.15 (moderate) and 0.35 (strong).

Table 9. Predictive Relevance (Q²) values

No.	Variabel	SSO	SSE	Q ² (=1-SSE/SSO)
1	Employee Engagement	189,000	68,535	0,637
2	Performance	189,000	53,418	0,717

From table 9 the results of the redundancy test of construct cross validation that the predictive relevance calculation shows the value of Q² = 0.637 on the Employee Engagement variable and the value of Q² = 0.717 on the Employee Performance variable. The calculation results show that the predicted relevance value is > 0, so the model can be concluded as feasible and has a relevant predictive value.

Goodness of Fit (GoF)

Validating the structural model by means of Goodness of Fit (GoF) has the aim of validating the combined performance of the measurement model (outer model) and structural model (inner model). Goodness of Fit (GoF) is used to describe the overall feasibility level of the model.

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

$$\text{GoF} = \sqrt{0.857 \times 0.80}$$

$$\text{GoF} = 0.828$$

The results of the calculation of the Goodness of Fit Index (GoF) show a value of 0.828 (large). It can be said that the formed model is valid.

Discussion

The Influence of Corporate Culture on Employee Engagement

The results of this study indicate that corporate culture has a significant effect on Employee Engagement. This shows that the value of a strong corporate culture in an organization can influence employees to be more engaged. Employees who contribute well to the work done and do the work by putting all their physical, cognitive and emotional energy) towards the company. In building a corporate culture that has different and strong values, it is a strategy to create employee engagement that management needs to pay attention to. The company must promote a strong work culture where the goals and values of managers are equal in all parts of the job. Companies that build a culture of mutual respect by keeping success stories alive will not only keep engaged employees, but can also transmit work spirit to new employees in the company.

The Influence of Corporate Culture on Performance

The results of this study indicate that corporate culture has a significant effect on employee performance. It can be interpreted that the stronger the company culture is embedded by employees, the more employees understand and are able to fully implement the work culture properly, the stronger the employee will be to excel. The stronger the corporate culture embedded by the employees of PT PLN (Persero) UP3 Kebon Jeruk, the more employees will understand and be able to fully implement the work culture well, the stronger the employees will be to excel. In strengthening corporate culture, the management of PT PLN (Persero) UP3 Kebon Jeruk needs to pay attention to employees to properly understand the meaning of corporate cultural values in the work activities carried out to make the basis for the foundation, guidelines, and goals in doing work.

The Effect of Transformational Leadership on Employee Engagement

The results of the analysis show that Transformational Leadership has a significant effect on Employee Engagement where the more positive the transformational type leader's role is, the

more engaged employees are. According to Raharjo and Witiastuti (2016) that transformational leadership has a good role for an organization because it is able to inspire employees to achieve the organization's vision and mission and will also pay attention to employee needs. Thus, employees will feel that they are being cared for by their superiors and then they will feel engaged. From this, employees will work well and be able to produce the best performance.

The Effect of Transformational Leadership on Performance

In this study, it is known that leadership has a positive and significant effect on employee performance, which means that the role of transformational leadership superiors increases, so employee performance increases. The role of superiors who are able to apply transformational leadership can be an optimal mover and driver without any sense of coercion arising from their subordinates. Employees will feel inspired by the transformational leadership that is carried out by their leader. So that employees in carrying out their work can work optimally and there is no sense of burden for the organization, which will indirectly affect the performance of employees.

The Effect of Employee Engagement on Performance

In testing the hypothesis, it can be concluded from the statistical test values for the employee engagement variable that has a positive and significant impact on employee performance. This means that employees who have a high sense of engagement will work with optimal enthusiasm which will affect the best performance results. Employee engagement is an appropriate thing in an organization or company in the electricity sector. Sense of engaged employees in their work can result in good performance. This study provides practical implications that employees of PT PLN (Persero) UP3 Kebon Jeruk have a high sense of engagement in carrying out their duties and work. Employee work involvement is an employee's commitment to optimally carry out the role and concern for the work physically and knowledge as well as being responsible for their respective job desks.

The Influence of Corporate Culture on Performance Through Employee Engagement

In the results of hypothesis testing and indirect effect testing, it can be concluded from the values of the lower statistical tests for employee engagement that do not significantly mediate organizational culture on employee performance, meaning that these values can be said to have not met. This means that the indirect influence of corporate culture on performance is mediated by the employee engagement variable. This shows that through employee engagement, or in other words, employee engagement has not been able to mediate the influence of corporate culture on employee performance. The direct influence of corporate culture on employee performance has a greater impact than through employee engagement. It can be interpreted that employees have interpreted the corporate cultural values owned by PT PLN (Persero) UP3 Kebon Jeruk directly on employee performance. Organizational Culture as a perspective from which to understand the

behavior of individuals and groups in organizations according to Fauzi, Warso, and Haryono and Tupti (2016).

The Effect of Transformational Leadership on Performance Through Employee Engagement

In this study, Employee Engagement has a positive and significant effect on mediating transformational leadership on performance. It can be interpreted that Employee Engagement affects in mediating (weakening/strengthening) the transformational leadership relationship on performance where in order to increase employee performance in the company, the role of transformational leaders and employee engagement must first be increased and improved so that changes in employee performance results can be seen. The leaders needed are those who can improve employee performance by building employee enthusiasm for their work.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results of research and discussion in previous chapters, several conclusions can be drawn as follows:

1. Corporate culture has a significant positive effect on employee engagement
2. Corporate culture has a significant positive effect on employee performance
3. Transformational leadership has a significant positive effect on employee engagement
4. Transformational leadership has a significant positive effect on employee performance
5. Employee engagement has a significant positive effect on employee performance
6. Employee engagement in a positive and insignificant way is able to mediate corporate culture on employee performance
7. Positive and significant employee engagement is able to mediate corporate culture on employee performance

Recommendation

Based on the results of the analysis of the discussion and some of the conclusions above, the suggestions that can be given to complement the results of this research are as follows:

1. For Agencies

Based on the research, it can be seen that the strongest dimensional correlation is the correlation between the Team Orientation dimension and the Absorption dimension. To increase employee engagement, the team orientation needs to be improved. In this case, it shows that PT PLN (Persero) UP3 Kebon Jeruk has a strong enough team orientation in completing work even though they are still carrying out their respective roles. For this reason, to maximize team orientation within PT PLN (Persero) UP3 Kebon Jeruk, management is expected to always establish effective communication and build a good work environment with a cooperative system in aligning individual interests and team interests. In addition, employees are actively

involved in discussions related to the preparation of company programs and performance evaluation activities. In addition, the dimensions of team orientation and managerial also have a strong attachment. It is hoped that PLN (Persero) UP3 Kebon Jeruk can always maintain a better and conducive office atmosphere in order to create a compact and solid team, so that team orientation is always maintained. This will affect the managerial ability of employees related to cooperation, leadership, responsibility and initiative which of course can affect employee performance so that it is hoped that the goals of the company can be achieved. The results of the correlation analysis between the dimensions of the idealized influence and vigor are quite significant in influencing the performance of employees. It can be seen that to increase employee engagement requires the role of superiors who provide vision and mission, respect and give trust to their subordinates. In addition, the role of the leader or superior in paying attention to and supporting the work of their subordinates as well as the role of superiors who can create a harmonious work environment and foster good working relationships. The dimensions of intellectual stimulation and the dimensions of attitude have a strong influence. This shows that to improve employee performance, leaders are needed who can stimulate their subordinates to act, think creatively and be innovative. The idea of creativity can be formed from the support of superiors who frees employees to complete their tasks and roles in their own way but still within the corridor of company rules and company goals. In addition, the role of superiors is able to make subordinates see problems or problems from various points of view.

2. For Further Researchers/Writers

With the shortcomings of this paper, it is hoped that further research can verify more deeply the variables that affect employee performance. The significant effect of employee engagement as a mediator on performance found in this study opens the possibility of other effects of employee engagement on other variables. In addition, it can be used in other BUMN company objects with a wider sample as a comparison of the effect of variables with other objects. In addition, the next researcher will include a mediator or moderator variable.

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