


**ANTECEDENTS OF IMPROVED EMPLOYEE PERFORMANCE IN PT XYZ ACEH PROVINCE**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 February 2023</p> <p><b>Accepted</b> 08 May 2023</p>	<p><b>Purpose:</b> The goal of this investigate is to conclude the variation between three variables with a history of gaseviza activity XYZ.</p> <p><b>Theoretical framework:</b> The data used in this study are, above all, data on the variables used by the respondents. In this study, 182 respondents sampled the simple random sampling technique of PT XYZ Gas from Aceh province, obtaining one sample. 182 people work in LTH XYZ Gas Aceh province.</p> <p><b>Design/methodology/approach:</b> The process used was the survey system. The quantifiable description process was also used to clarify the association, differences and effect of the variables. The data type in this study is quantitative data.</p> <p><b>Findings:</b> The results showed that transformational leadership and organizational culture significantly influenced job satisfaction and the PT XYZ province of Aceh. Transformative leadership style, corporate culture and job approval significantly influenced the activity of XYZ Aceh Province CT workers, and the outcomes of the indirect job approval test affect the activity of XYZ Aceh Province workers.</p> <p><b>Research, Practical &amp; Social implications:</b> The method used are quantitative methods of data examination using structural equations (SEM), with tools for the analysis of Amos applications (analysis of the structure at all times).</p> <p><b>Originality/value:</b> PT XYZ company that is a work culture in the organization, a value, a trust or a norm that can link and influence the behavior of each individual and the conception of everything you want; Every company has a different organizational culture.</p>
<p><b>Keywords:</b></p> <p>Transformational Leadership; Organization Culture; Job Approval; Employee Performance.</p> <div data-bbox="172 969 480 1216" style="text-align: center;">  </div>	<p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i5.2182">https://doi.org/10.26668/businessreview/2023.v8i5.2182</a></p>

**ANTECEDENTES DE MELHOR DESEMPENHO DOS FUNCIONÁRIOS NA PROVÍNCIA DE PT XYZ ACEH**

**RESUMO**

**Objetivo:** O objetivo desta investigação é concluir a variação entre três variáveis com histórico de atividade gaseviza XYZ.

**Enquadramento teórico:** Os dados utilizados neste estudo são, sobretudo, dados sobre as variáveis utilizadas pelos inquiridos. Neste estudo, 182 entrevistados amostraram a técnica de amostragem aleatória simples do Gás

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PT XYZ da província de Aceh, obtendo uma amostra. 182 pessoas trabalham na província de LTH XYZ Gas Aceh.

**Desenho/metodologia/abordagem:** O processo utilizado foi o sistema de survey. O processo de descrição quantificável também foi utilizado para esclarecer a associação, diferenças e efeito das variáveis. O tipo de dados neste estudo são dados quantitativos.

**Resultados:** Os resultados mostraram que a liderança transformacional e a cultura organizacional influenciaram significativamente a satisfação no trabalho e a província de PT XYZ de Aceh. O estilo de liderança transformadora, a cultura corporativa e a aprovação do trabalho influenciaram significativamente a atividade dos trabalhadores da XYZ Aceh Province CT, e os resultados do teste indireto de aprovação do trabalho afetam a atividade dos trabalhadores da XYZ Aceh Province.

**Pesquisa, implicações práticas e sociais:** O método utilizado são métodos quantitativos de exame de dados usando equações estruturais (SEM), com ferramentas para a análise de aplicações Amos (análise da estrutura em todos os momentos).

**Originalidade/valor:** empresa PT XYZ que é uma cultura de trabalho na organização, um valor, uma confiança ou uma norma que pode vincular e influenciar o comportamento de cada indivíduo e a concepção de tudo o que deseja; Cada empresa tem uma cultura organizacional diferente.

**Palavras-chave:** Liderança Transformacional, Cultura Organizacional, Aprovação no Trabalho, Desempenho do Empregado.

## ANTECEDENTES DE MEJORA DEL RENDIMIENTO DE LOS EMPLEADOS EN LA PROVINCIA DE PT XYZ ACEH

### RESUMEN

**Propósito:** El objetivo de esta investigación es concluir la variación entre tres variables con un historial de actividad de gaseviza XYZ.

**Marco teórico:** Los datos utilizados en este estudio son, sobre todo, datos de las variables utilizadas por los encuestados. En este estudio, 182 encuestados muestrearon la técnica de muestreo aleatorio simple de PT XYZ Gas de la provincia de Aceh, obteniendo una muestra. 182 personas trabajan en la provincia LTH XYZ Gas Aceh.

**Diseño/metodología/enfoque:** El proceso utilizado fue el sistema de encuestas. También se utilizó el proceso de descripción cuantificable para aclarar la asociación, diferencias y efecto de las variables. El tipo de datos en este estudio es datos cuantitativos.

**Hallazgos:** Los resultados mostraron que el liderazgo transformacional y la cultura organizacional influyeron significativamente en la satisfacción laboral y en la provincia PT XYZ de Aceh. El estilo de liderazgo transformador, la cultura corporativa y la aprobación del trabajo influyeron significativamente en la actividad de los trabajadores de CT de la provincia de Aceh XYZ, y los resultados de la prueba de aprobación indirecta del trabajo afectan la actividad de los trabajadores de la provincia de Aceh XYZ.

**Implicaciones de Investigación, Prácticas y Sociales:** El método utilizado son métodos cuantitativos de examen de datos usando ecuaciones estructurales (SEM), con herramientas para el análisis de aplicaciones de Amos (análisis de la estructura en todo momento).

**Originalidad/valor:** empresa PT XYZ que es una cultura de trabajo en la organización, un valor, una confianza o una norma que puede vincular e influir en el comportamiento de cada individuo y la concepción de todo lo que quiere; Cada empresa tiene una cultura organizacional diferente.

**Palabras clave:** Liderazgo Transformacional, Cultura Organizacional, Aprobación del Trabajo, Desempeño del Empleado.

### INTRODUCTION

PT XYZ is a company dedicated to regasification. Currently, PT XYZ is the only company with regasification facilities in the Aceh and North Sumatra regions; The geographical location of the company is very strategic, as it has maritime transport routes that can quickly receive and distribute LNG supplies and that are protected by adequate port facilities. As is

known, the construction of the Arun LNG Reception and Regasification Terminal is one of the national infrastructure projects integrated with the construction of the gas pipeline network in Arun - Belawa for economic development in the regions of Aceh and North Sumatra.

PT XYZ uses PT Arun NGL's infrastructure, which has been around for more than 40 years, to support operational tasks, regasifying and treating gas at Lhokseumawe. Management topics focus on leadership PT PAG Lhokseumawere, worker performance issues, job satisfaction, leadership and organizational culture. The president of PT XYZ, XYZ Gas Aceh, wants to work with his employees to improve both labor results and profits of the company; On the other hand, workers are interested in workers' self-development and promotion. In general, it can be said that the good performance of workers aims to increase productivity. Presentation in an organization is the response to the achievement or disappointment of the structural purpose that have been set. Individual activity and presentation are critical to achieving productivity. It is the final result of this activity, in which the people of the organization and other resources jointly contribute the final result, depending on the level of quality and the established standards; Performance is the benchmark of success as expressed (Robbins & Couter, 2016) that Performance can reflect organizational success while employee achievement can complete a predetermined job, besides that the issue of job satisfaction is also significant in a large company to improve employee performance (Siahaan, 2017).

Occupation approval is an expression or answer for a person as a worker in carrying out their activities; several factors that affect job satisfaction are creating a sound and conducive work environment. This study also examined transformational leaders with a solid moral foundation, responsibility to organize employees, drive employee motivation, innovate, guide, and develop and are stakeholder-oriented in addition to the transformational leadership style applied to PT XYZ Aceh can inspire subordinates to work with good Performance, dominant leadership, and good work culture, significantly affecting the Performance of employees and organizations (Ranganathan et. al 2022). In this study, it examines transformational leadership styles, namely according to (Marbawi, 2020) says transformational leadership is a method in which leaders and subordinates have a advanced degree of ethics and inspiration. "Leaders and supporters rise to higher levels of morality and motivation," and the leader wants to change his followers' consciousness about moral ideals and equality, justice, knowledge and humanity.

PT XYZ company that is a work culture in the organization, a value, a trust or a norm that can link and influence the behavior of each individual and the conception of everything you want; Every company has a different organizational culture. Among the cultural values

worked and believed by each worker in the PT PAG is exempt that each worker has a disciplined and professional behavior to perform work activities. PT PAG, a relatively young company with older workers, has experience in a particular field. With the disciplines that have been during training, in the PT Arun NGL, it is an advantage for the company. The most positive thing about the company is that experienced staff can save time and costs to train the skills of young workers and build confidence for young workers to maximize their potential for innovation and competitiveness in the production of new businesses or efficiency of production costs, which will bring additional beneficial value to the company.

Based on the background and the problem transmitted above, this analysis goal to:

- a. Understand and examine the influence of transformational and organizational leadership on XYZ Aceh VET's job satisfaction
- b. Know and analyze the impact of transformational leadership, organizational culture and job satisfaction in the PCT activity of the province of Aceh.
- c. To know and examine the impact of job satisfaction on the TT XYZ activity in Aceh

## **LITERATURE REVIEW**

### **Theory of Transformational Leadership**

According to (Robbins & Couter, 2016), the transformed style of leadership is the one used by a manager who wants a team to move its boundaries and achieve a complete set of organizational objectives or status quo. For his part, Bass (Luthans, 2015) considers that transformative leadership is a leadership style that encourages leaders to feel belief, faithfulness and respect for the leader of the organization. The philosophy of transformative leadership looms leadership that causes positive change in followers, preserving the interests of others and in favor of the interests of the team (Warrilow, 2012). James Macgregor Burns included the idea of transformative leadership in descriptive research on political leaders in 1978. However, its use has spread to organizational and management psychology, with the new variations of B.M Bass and J.B Avali. (Odumeru and Ogbonna, 2013).

### **Theory of Organization Culture**

The study (Hofstede, 1980) says that organizational culture is very complex due to the insecurity of the concept. However, most definitions of corporate culture recognize the importance of norms and values as clues to participation in organizational behavior. one of the

important consequences of managing organisational culture with regard to selection decisions; Hiring people with values not aligned with corporate values will hire staff without motivation or commitment, and they are not satisfied with their work and organization (Kapetaneas, Kastanioti, Lazakidou, & Prezrakos, 2015). The part of organizational culture in a business organization purposes to progress and plan the organization of human resources in staffing, selection, learning and development, industrial and industrial relations, professional, well-being, security, wealth, obedience with controlling necessities for employees, equal chances and any other matter related to the employment connection. (Belias and Koustelios, 2014).

### **Theory of Satisfaction Work**

The meaning of job approval (Fiorillo & Nappo, 2014) and Luthans (2015) is a positive or pleasurable emotion as a result of a happy emotional state or evaluation of a job or work experience. According to Robbins (2016), job approval is a positive feeling about the outcome of their attribute evaluation. One can be happy working, whether his work is fun or not (Bangun, 2012). The goal of leadership style is to demean a leader's behavior, which asserts leadership ability. Execution, in general, is a specific model or form. This understanding of leadership style follows the opinions expressed (Soureh RG and Laila Farahbod, 2014) and can influence other individuals or groups so that they can achieve maximum performance within their organizational objectives. Job satisf approval action is, fundamentally, individual, each individual has a dissimilar degree of approval according to the value scheme that is applied, the greater the evaluation of the activity based on personal desire, the greater the satisfaction and, therefore, the evaluation of satisfaction. This job satisfaction explains how someone feels happy or unhappy, content or unprotected with their job. (Marbabi, Bibi, Matriadi, Nasir and Daud, 2022)

### **Theory of Employee Performance**

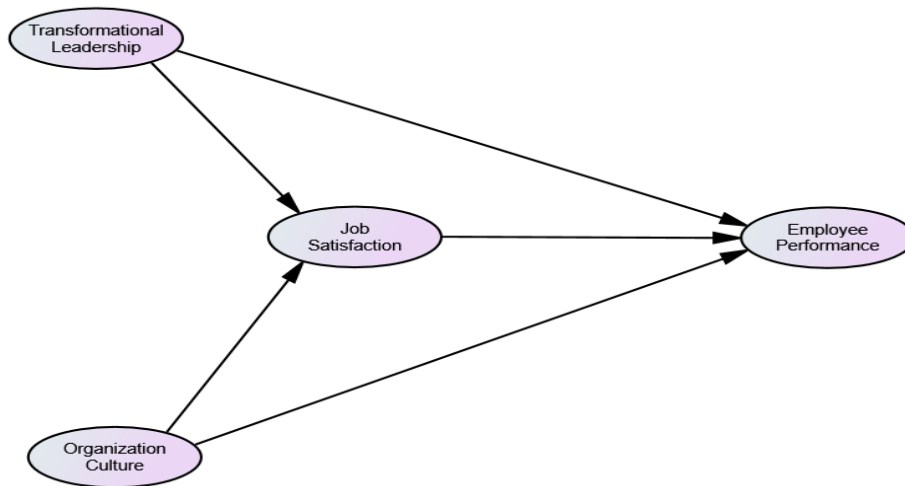
According to (Bhatti, Kaur and Battour, 2013) establishes limits to activity based on the establishment of performance limits, "recording the results generated in a given period in a specific function or work activity" (determining the result of the purpose of a occupation or action in a given period). (Jakfar, 2014) is the consequence of work done by someone based on working conditions. A job has conditions to achieve its objectives, also known as labor standards (labor standards), so work standards are high, so workers in all institutions are expected to have a certain job (Mathis, 2018). It is the consequence of the work that a individual

or cluster of people can perform in an entity, in accordance with their authority and responsibility, to achieve the objectives of said entity, is legal, does not violate the law and in accordance with standards and morals. (Banuari et. al, 2021, Mary S. et. al 2023)

## CONCEPTUAL FRAMEWORK

According to Sekaran (2015), the outline of thought is the logic of investigation that is summarized from proofs, comments, and investigate educations. The area contains theories, proposals or thoughts on which the investigation will be based. The association among the variables used in this research can be understood in image 1 below:

Figure 1: Conceptual framework



Source: Prepared by the authors (2023)

## Research hypothesis

The hypothesis is an idea of looking for facts. The hypothesis is a provisional question, or most of it. It is possible that a claim that has not yet been searched (Uma Sekara, 2014). Based on the above scope and the study conducted by several previous researchers, a hypothesis can be developed as follows:

- H<sub>1</sub> = Effect of transformative leadership style on PT XYZ in Aceh province
- H<sub>2</sub> = Organizational culture Effect job approval in PT XYZ Aceh Province.
- H<sub>3</sub> = Effect of the transformative style on the activity of the workers of LT XYZ Aceh Province.
- H<sub>4</sub> = Effect of organizational culture on workers' activity in TT XYZ province.
- H<sub>5</sub> = Impact of job approval on the activity of workers in PT XYZ Aceh Province.

## **MATERIALS AND METHODS**

### **Location**

The research center is located in a secondary school in North Aceh, where all objects from this research were used in PT XYZ Aceh Province.

### **Population and Sample**

(Joseph F. Hair JR, 2017) "Population is a combination of all elements, such as facts, things or similar characteristics, and it is the point of attention of a researcher, which looks like a research universe. Therefore, in this study PT XYZ is a worker from Aceh province, up to 182 respondents. The exhibition is a subsection of the residents, endowed with some followers; In this research, the sampling technique was performed using a stratified sampling method, so there were 182 in the province of Aceh the PT XYZ.

### **The Technique of Data Collection**

The research conducted uses the first data found by the respondents of the workers of the company, who give written answers in response to the statements of the respondents, the source of the data of this study is the first data, the process used in this investigate is to use a survey, a written survey and written questionnaire to obtain written answers. PT XYZ is a worker from Aceh Province and analyzes, among others, the work, organizational culture, job satisfaction and activity of workers in PT XYZ Aceh Province.

### **The Technique of Data Analysis**

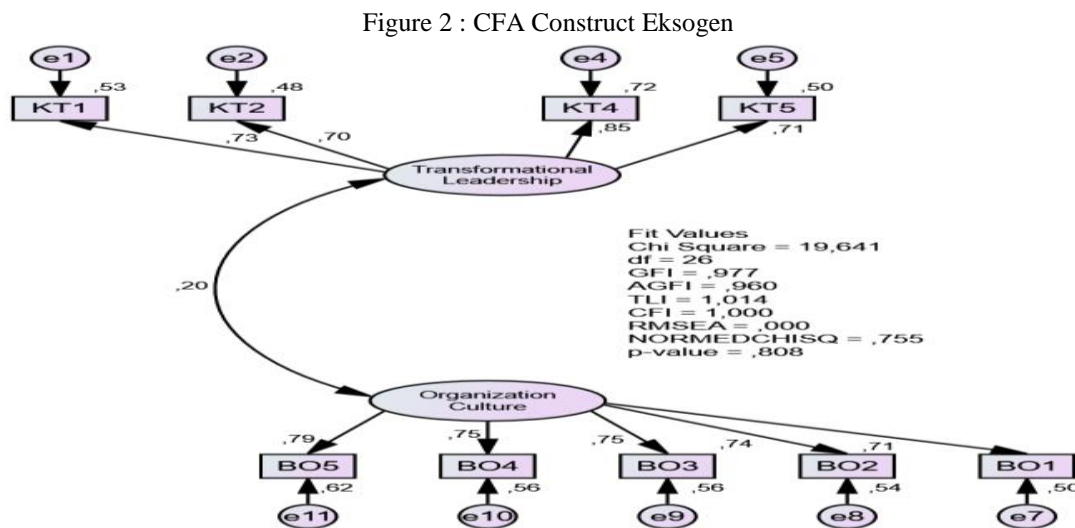
The data analysis method is achieved after the data and information collection, so the author uses the method of Structural Equation Model (SEM) in the test of the model and hypothesis. The authors use the Structural Equation Model (SEM) method to test the models and assumptions Structural equation models are a set of statistical techniques that allow testing some relative relations of complex accumulation (Joseph F. Hair JR, 2017). Two kinds of logical methods are used in this research, namely

1. SEM factor study is used to confirm the main issues in a group of variables.
2. The SEM regression weight is used to analyze the impact among the variables.

## RESULT AND DISCUSSION

### Result Analysis

The analysis of the exogenous confirmation factor or CFA has two latent variables, that is, transformative leadership, organizational culture and self-motivation, in which 4 indicators form a changing leadership of transformation, the organizational culture is configured with 5 indicators and 5 indicators that make up the endogenous construction of the variable of job satisfaction, while the activity of the workers is composed of 5 indicators to see the indicators that make up the latent builder, followed by a CFA test. is done for each latent variable. Based on the outcomes of the 182 data analyses surveyed, a structural study (SEM) will be given as follows:



Source: Prepared by the authors (2023).

Table 1 : Factor Loading CFA Endogen Contract

Regression Weights		Estimate	Cut Off	Conclusion	
BO1	<---	Organization Culture	,707	≥ 0.60	Valid
BO2	<---	Organization Culture	,737	≥ 0.60	Valid
BO3	<---	Organization Culture	,745	≥ 0.60	Valid
BO4	<---	Organization Culture	,745	≥ 0.60	Valid
BO5	<---	Organization Culture	,789	≥ 0.60	Valid
KT1	<---	Transformational Leadership	,730	≥ 0.60	Valid
KT2	<---	Transformational Leadership	,696	≥ 0.60	Valid
KT4	<---	Transformational Leadership	,849	≥ 0.60	Valid
KT5	<---	Transformational Leadership	,710	≥ 0.60	Valid

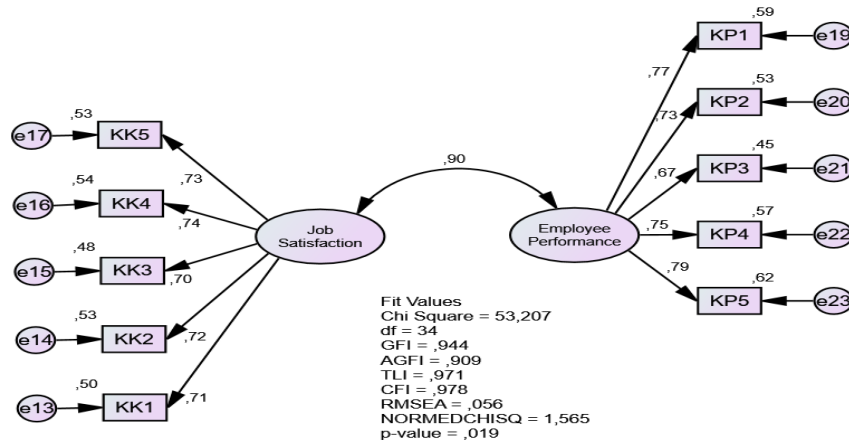
Source: The outcomes of the research is examined by Amos (2022)

The results of the factory analysis for exogenous constructions are used to test the compatibility of the previous construction indicators, that is, 0.60 > above the load factors of all the indicators of the exogenous constructions, so that the results of the measurement model



follow the criteria defined in the SEM so that the measurement model can continue in the next step. This CFA test of endogenous construction consists of the construction of 4 indicators of job satisfaction, and the presentation of the worker, with 5 indicators, from a construction recovery study, can be seen in image 2:

Figure 3: CFA Construct Endogen



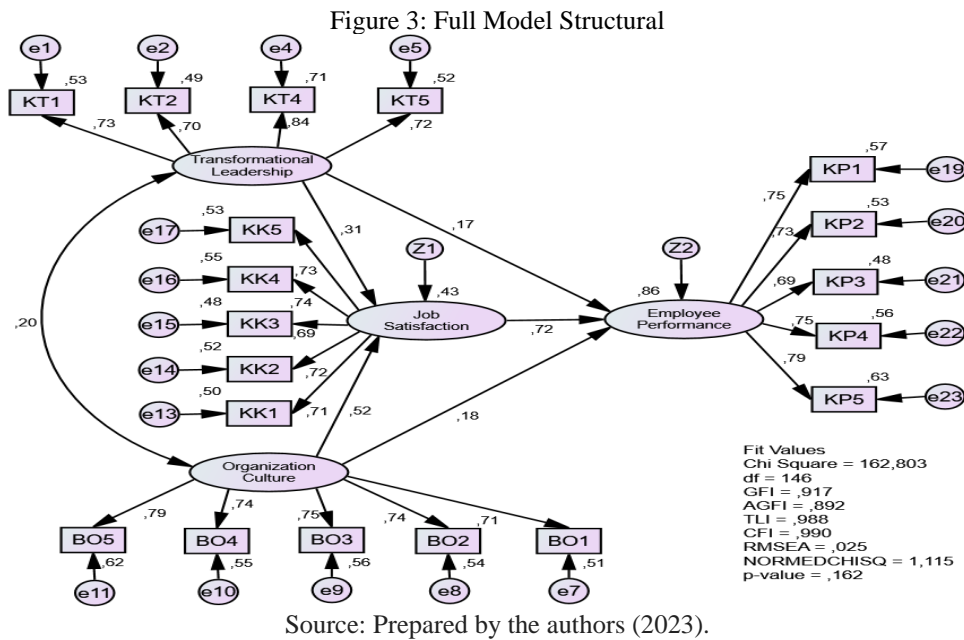
Source: Prepared by the authors (2023).

Table 2: Factor Loading CFA Construct Endogen

Regression Weights		Estimate	Cut Off	Conclusion
KK1	<--- Job Approval	,710	≥ 0.60	Valid
KK2	<--- Job Approval	,725	≥ 0.60	Valid
KK3	<--- Job Approval	,696	≥ 0.60	Valid
KK4	<--- Job Approval	,737	≥ 0.60	Valid
KK5	<--- Job Approval	,729	≥ 0.60	Valid
KP1	<--- Employee Performance	,766	≥ 0.60	Valid
KP2	<--- Employee Performance	,728	≥ 0.60	Valid
KP3	<--- Employee Performance	,672	≥ 0.60	Valid
KP4	<--- Employee Performance	,755	≥ 0.60	Valid
KP5	<--- Employee Performance	,790	≥ 0.60	Valid

Source: The result of the study is analyzed by Amos (2022)

In Figure 3 above, the results of the Endogenous Recovery Factor Analysis are used to test the multidimensional latent construction indicator, with a load factor of  $0.60 >$  for all indicators of endogenous constructions. The next stage can continue to analyze the structural equation model (complete SEM MODEL); See image 4 below:



The structural model results for the endogenous construct in Figure 4 above, used to test idioiviality, show the value of the model results according to the suitability of adaptation criteria for model approval.

Table 3: Goodness of Fit Index to Full Model

Goodness of Fit Index	Cut-off Value	Result Analysis	Model Evaluation
X <sup>2</sup> -Chi-Square	Expected small	162.803	Good
Probability	≥ 0.05	0.162	Good
GFI	≥ 0.90	0.917	Good
AGFI	≥ 0.90	0.892	Marginal
CFI	≥ 0.95	0.917	Good
TLI	≥ 0.95	0.988	Good
CMIN/DF	≤ 2	1.115	Good
RMSEA	≤ 0.08	0.025	Good

Source: The result of the study is analyzed by Amos (2022)

Table 4 presents that the suitability test of this model provides a good level of acceptance of the fit model, so it can be concluded that the resulting model can test developed hypotheses and respond to all previous problematic formulations.

## DISCUSSION

From the outcomes of the data analysis, using the structural model (SEM) and to respond to preconceived hypotheses, the investigate of this research will be announced with theories, expert opinions and earlier investigate, that is:

Table 4: Influence of Construct Eksogen toward Construct Endogen

Regression Weights			East.	East.	S.E.	C.R.	P
				Std.			
Job Satisfaction	<---	Transformational Leadership	,338	,312	,087	3,887	***
Job Satisfaction	<---	Organization Cultural	,597	,517	,103	5,783	***
Employee Performance	<---	Job Satisfaction	,707	,723	,102	6,927	***
Employee Performance	<---	Transformational Leadership	,184	,174	,065	2,810	,005
Employee Performance	<---	Organization Cultural	,208	,185	,079	2,629	,009

Source: The result of the study is analyzed by Amos (2022)

Based on Table 4, it is shown that the outcomes of the structural equation (SEM) have been analyzed according to the dates of the SEM modeling, including the SEM cases that have preserved the factual analysis, convergent validity, constructive trust, discriminatory value and structural model situations, so that discussions and examines can be passed out depending on the outcomes of the study:

1. The direct impact of transformative leadership on job satisfaction is 0.312 (31.2) and has an important value lower than 0.050, so it can be concluded that there is a great influence and that the first hypothesis (H1) is that transformational leadership has a optimistic and significant impact on the job approval of PT XYZ Gas Aceh.
2. The direct impact of organizational culture on job approval is 0.517 (51.7%) and a important value below 0.000, which means that there is a important influence and accepts the second hypothesis (H2), which states that organizational culture has a optimistic and important impact on the job approval of PT XYZ Gas Aceh.
3. The direct impact of transformation leadership on workers' activity is 0.174 (17.4%) and 0.005, higher than 0.055, which means that there is a important impact and accepts the first hypothesis (H3), according to which transformational leadership affects the activity of PT workers. XYZ Gas Aceh.
4. The direct impact of organizational culture on workers' activity is 0.185 (18.5%) and 0.009, lower than 0.05, which means that there is a important impact and accepts the first hypothesis (H4), which states that organizational culture affects workers' activity.
5. The direct impact of job satisfaction is 0.723 (72.3%) and less than 0.000, which represents a positive and important impact on the activity of PT workers. XYZ Gas Aceh.

## CONCLUSION AND SUGGESTIONS

On the basis of the analysis and discussion of the data, they can be determined as follows: Transformational leadership and structural culture have a optimistic and important impact on the acceptance of occupation of PT XYZ Aceh. Transformational leadership, organizational culture, and job approval influence the presentation of PT workers. XYZ Gas Aceh. Job satisfaction is a dominant variable that has a positive and important effect on the Presentation of PT workers. XYZ Gas Aceh, Suggestion

There should be more studies, especially to determine the influence of relationships between variables, that oppose the theory, such as the influence of the relationship between leadership style and performance. the influence of the motivation and performance relationship, the influence of the leadership style in the organization's culture. The research result should be tested in other service and non-service fields to verify that can be generalized.

## REARCH LIMITATION

Employees, but through a contact person, who was guided by the researcher. Respondente sampling did not follow the simple random sampling method and the sampling of male and female employees was not proportional.

## CONFLICT OF INTEREST

The Author declares that there is no conflict of interest.

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