The Role of Transformational Leadership, Organizational Culture and Organizational Commitment on SMEs Performance in the Digital Era

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Abstract. Analyzing the relationships between organizational commitment and performance, organizational culture and performance, and transformational leadership and performance are the main goals of this study. With the goal of elucidating the causal relationship between research variables and testing hypotheses, this study used an explanatory research approach. The 760 employees of SMEs made up the study's population. Meanwhile, 240 employees were randomly sampled using simple random sampling to establish the quantity and amount of samples in this study. An online questionnaire was employed as the data gathering method. In order to do route analysis using latent variables, this data will be evaluated quantitatively using the partial least squares – structural equation model (PLS-SEM) statistical analysis method. SmartPLS 3.0 is the data processing program. The term "second generation" multivariate analysis is frequently used to describe this technique. The statement items on the questionnaire have a Likert scale ranging from 1 to 7. Validity, reliability, significance, and hypothesis testing are the steps in the data analysis process. This study concludes that there is a positive and significant relationship between organizational commitment, organizational culture, and transformational leadership, individually and together impacting performance.

Keywords: Transformational leadership, organizational culture, organizational commitment, performance, SMEs, digital era

1. Introduction

Human resources in SMEs are a critical component of the efficacy of organizational operations, according to Acar et al. [1]. Any business, regardless of size or nature, needs people resources with the capacity to reason, take initiative, and manage a team effectively. In order to boost employee performance and enable them to contribute to bettering company performance, SMEs must enhance the quality of their resource allocation. Greimel et al. [2] state that managing human resources in a business is difficult since it involves many different stakeholders, including leaders, employees, and the system itself. Since everything that a person owns, does, and finds enjoyable is considered a need, labor is promoted in order to fulfill these wants. Performance is the outcome of one's labor that is attained in completing the

duties that are given to him; it is determined by factors such as skill, experience, seriousness, and time. Three key components come together to generate this performance: the worker's aptitude and interest, their capacity to understand and accept explanations of roles and job allocation, and their degree of motivation. As per Gideon [3], the advancement of a company is mostly determined by the success of its employees, as their work plays a crucial role in accomplishing the organization's objectives. The firm will undoubtedly benefit if people perform well, and vice versa if employee performance is poor, the company will struggle and lose money in trying to meet its objectives. As per Nasir et al. [4], the performance of SMEs is determined by the extent to which employees meet the job criteria. A company must treat employee performance seriously since it directly affects the success of small and medium-sized enterprises (SMEs) in a number of ways. Many managers of SMEs are aware, according to Atik et al. [5], that in order for their businesses to compete successfully in the market, they must be able to keep their personnel. This may be achieved by minimizing employees' desire to quit if they have faith in the company. Evitasari et al. [6] define commitment as an employee's expression of identity, involvement, and devotion to the organization. When organizational commitment is implemented correctly, workers' performance and discipline will rise, and they will always be accountable for the task they do. High organizational commitment leads to good work performance, low absenteeism rates, and low staff turnover rates, claim Alzoraiki et al. [7]. It is possible to prevent performance deterioration with high commitment. A significant factor in raising SMEs' performance and level of satisfaction is organizational commitment.

Transformational leadership, according to Haris et al. [8], is applied when there is an unbalanced relationship between leaders and employees. In this case, the leaders in question are all of the section leaders, who are always busy and frequently outside of the office. In addition, the leaders do not give the organization's future direction any more thought than This is a lack of communication between managers and staff, which makes workers feel less than fully engaged at work. In addition, managers fail to inspire their staff members with rewards for meeting goals, which deters workers from feeling inspired to perform better. This is a result of the company leadership's busy schedule and inadequate attention to every employee. Without realizing it, employees are directly motivated by the leadership, which negatively impacts employee morale and makes it challenging to accomplish the company's objectives. This can also result in SMEs' workers producing less work.

In SMEs, performance thus serves as a baseline for evaluating how well workers execute their jobs and obligations. Performance, according to Liu et al. [9], is the outcome of finishing work in the form of assignments and duties within a given time frame. Kehr et al. [10] state that the success of the task completed is the basis for measuring an employee's performance in SMEs. Consequently, a higher performance level will result in a greater contribution to the company's goals, whereas a lower performance level will have the opposite effect. There are inconsistencies or gaps in the research conclusions of a number of earlier studies on the effects of work discipline, dedication, and pay on employee performance. According to studies conducted by Liu et al. [9] and Korku et al. [11], performance and organizational commitment are positively correlated. However, it was discovered by Haris et al. [8], Hilton et al. [12], and Iqbal et al. [13] that organizational commitment had no appreciable impact on SMEs' performance.

2. Literature Review

Transformational Leadership

Transformational leadership, as defined by Kumar et al. [14], is simply socially conscious leadership that prioritizes the common good. For the benefit of others, these socially transformative leaders put aside their personal interests. Hilton et al. [12] state that confidence, trust, and a clear sense of purpose and direction are the objectives and advantages of leadership. Four characteristics of transformational leadership—charisma, inspiring, intellectual stimulation, and individual attention—are identified by Korku et al. [11]. Handoko (2013) [15] states that the following qualities are indicative of a leader: ability, needs, intelligence, assertiveness, self-confidence, and creativity. This is where the boss receives the key principles, the hierarchy of needs, and the methodology for his staff members' work. A leader needs to be brave enough to face any challenge. This implies that since the leader is a servant and not a king, there must be sacrifices. This implies that the leader ought to be prepared to serve under any circumstance. Research carried out Haris et al. [8]; Hilton et al. [12]; Liu et al. [9] found that transformational leadership has a positive and significant influence on employee satisfaction and organizational commitment. Additional studies by Iqbal et al. [13]; Kumar et al. [14] demonstrate the beneficial and noteworthy impact of transformational leadership on organizational commitment and satisfaction. This is also consistent with study by Hilton et al. [12], which found that organizational commitment and employee happiness are significantly improved by transformational leadership. Employees who feel that they will always succeed in accomplishing something greater in the future with advice from highly skilled leaders will have a high level of devotion to the firm when they have leaders who can motivate and guide them in the right path.

Organizational culture

Leso et al. [16] define organizational culture as the attitudes, values, and beliefs that the organization upholds and that are represented in its practices, mission, and goals. Six factors—observed behavioral regularities, norms, dominant values, philosophy, regulations, and organizational climate—are identified by Prayuda et al. [17] as having an impact on organizational culture. Rehman et al. [18] claim that 10 indicators—individual initiative, tolerance for hazardous acts, direction, integration, management support, control, identity, incentive system, tolerance for conflict, pattern—can be used to evaluate the strength of an organization's culture. Previous studies have demonstrated how company culture affects worker performance. Prior studies by Osman et al. [19]; Rehman et al. [18] have limits in their direction for the Indonesian education sector as well as a variety of theoretical and managerial contributions. This study's limitation is that it solely considers organizational culture as a predictor. According to this viewpoint, moderating factors like organizational environment can be used to enhance or explain employee differences, and recent research has included additional predictors like leadership behavior, management support, and change management to act as additional predictors of employee engagement and performance. Osman et al. [19] predict that performance will increase dramatically and that the current framework will be expanded. Additionally, this raises the proportion that explains the variation.

Organizational Commitment

Schmitz et al. [20] define organizational commitment as making pledges to oneself or to others that are demonstrated via our behavior, or as an agreement or contract. Personal, organizational, and relational aspects are the components that affect organizational

commitment, according to Rubia et al. [21]. Affective commitment, sustainable commitment, and normative commitment are the three categories of organizational commitment components, according to Sakulkijkarn et al. [22]; Soomro et al. [23]. Three components make up organizational commitment: affective, continuation, and normative. It is a psychological state that describes an employee's relationship with the organization or its meanings and influences whether the person continues in the organization or not. Organizational commitment, according to Samson et al. [24]; Sakulkijkarn et al. [22], is a person's strong desire, based on his views, to stay in an organization and attempt to abide by the organization's regulations. Stated differently, his attitude is indicative of his commitment to the company as an employee. Organizational commitment, according to Sakulkijkarn et al. [22]; Soomro et al. [23]; Susanto [25], is defined as the thoughts, feelings, and actions of people who identify as members of the organization, participate in its operations, and show loyalty to it in the pursuit of its objectives. Employees are encouraged to stay in their positions and produce the expected results by the organization's commitment. Organizational commitment or job loyalty, according to Samson et al. [24]; Sakulkijkarn et al. [22], is the extent to which employees identify with the organization and wish to remain actively working in the organization.

SMEs Performance

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Hypothesis Development

The relationship between transformational leadership and performance

Improved organizational and SME performance can be fostered by implementing transformational leadership in SMEs. Many different types of organizations use transformational leadership. Acar et al. [1]; Atik et al. [5] state that transformational leadership is frequently used in a variety of businesses. Greimel et al. [2] found a positive and substantial association between transformational leadership and performance. Other studies by Haris et al. [8]; Iqbal et al. [13] also found that transformational leadership is extensively used in a variety of businesses. According to research by Liu et al. [9] and Kumar et al. [14], there

is a strong and favorable correlation between transformational leadership and performance. Improved organizational and SME performance can be fostered by implementing transformational leadership in SMEs. Based on the results of previous research, this research hypothesis was prepared as follows:

H1: Transformational leadership has a positive and significant relationship to performance

The relationship between organizational culture and performance

Leso et al. [16]; Mesu et al. [26] state that there is a strong and positive correlation between organizational culture and performance. According to another studies by Osman et al. [19], Prayuda et al. [17], and Pratiwi et al. [27], organizational culture and performance have a favorable and substantial link. Performance and organizational culture have a good and significant link, according to Rubia et al. [21]; Sakulkijkarn et al. [22]. According to a different study by Soomro et al. [23], performance and organizational culture are positively and significantly correlated. This study hypothesis was developed in the following manner, taking into account the findings of earlier research:

H2: Organizational culture has a positive and significant relationship with performance

The relationship between organizational commitment and performance

Other research by Widianto et al. [28]; Wijaya, E. [29] also indicates that organizational commitment has a positive and substantial association with performance. These findings support the findings of Tipu et al. [30]; Tung et al. [31]. Additional studies by Zhao et al. [32] and Zhu et al. [33] demonstrate the favorable and substantial association between organizational culture and performance. This study hypothesis was developed in the following manner, taking into account the findings of earlier research:

H3: Organizational commitment has a positive and significant relationship with performance

3. Method

With the goal of elucidating the causal relationship between research variables and testing hypotheses, this study used an explanatory research approach. The 760 employees of SMEs made up the study's population. Meanwhile, 240 employees were randomly sampled using simple random sampling to establish the quantity and amount of samples in this study. An online questionnaire was employed as the data gathering method. In order to do route analysis using latent variables, this data will be evaluated quantitatively using the partial least squares – structural equation model (PLS-SEM) statistical analysis method. SmartPLS 3.0 is the data processing program. The term "second generation" multivariate analysis is frequently used to describe this technique. The statement items on the questionnaire have a Likert scale ranging from 1 to 7. Validity, reliability, significance, and hypothesis testing are the steps in the data analysis process.

The hypothesis in this research is:

H1: Transformational leadership has a positive and significant relationship to performance
H2: Organizational culture has a positive and significant relationship with performance
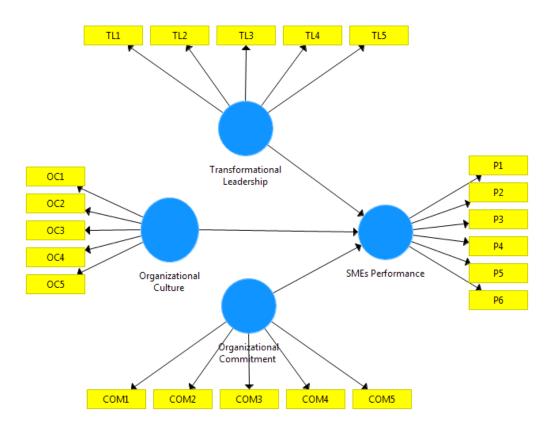H3: Organizational commitment has a positive and significant relationship with performance

Figure 1. Research Model

4. Result and Discussion

Convergent Validity Test

Three tests make up this assessment: the average variance extracted, composite reliability, and validity test of each indicator (AVE). As a construct building indicator, a factor loading value larger than 0.70 is deemed desirable.
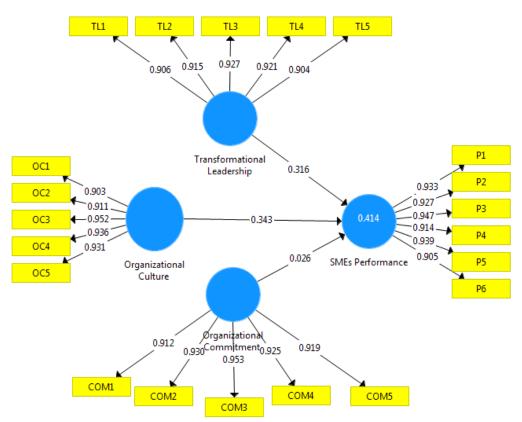
Figure 2. Standardized Loading Factor Inner and Outer Model

It is determined that Figure 2 is legitimate and capable of explaining the variables of transformational leadership, organizational culture, organizational commitment, and SMEs performance because the indicator value for each variable is more than 0.70.

Composite Reliability

A variable is considered to have good reliability if both the composite reliability value and the Cornbach Alpha value are better than 0.60. Composite reliability is the reliability of a construct that is evaluated using Cronbach Alpha.

Table 1. Composite Reliability Results

	Cronbach's Alpha	rho_A	Composite Reliability
Transformational leadership	0.918	0.922	0.915
Organizational culture	0.982	0.921	0.909
Performance	0.978	0.908	0.901
Organizational commitment	0.908	0.909	0.934

Table 1 above demonstrates the composite dependability values for organizational commitment (0.934), performance (0.901), transformational leadership (0.915), and organizational culture (0.909). Given that all four latents have Cronbach's alpha values more than0.6, it can be concluded that the factors are all very reliable as measurement tools. This indicates that, on average, more than half of the indicator variance may be explained by latent variables.

Table 2. Results of Average Variance Extracted (AVE)

	Cronbach's Alpha	rho_ A	Average Variance Extracted (AVE)
Transformational leadership	0.918	0.922	0.754
Organizational culture	0.982	0.921	0.787
Performance	0.918	0.910	0.712
Organizational commitment	0.908	0.909	0.737

Table 2 shows that the organizational commitment is 0.737, performance is 0.712, transformational leadership is 0.754, and organizational culture is 0.787 in terms of AVE value. With an AVE of more than 0.5 for these four variables, the concept has strong convergent validity, meaning that the latent variable can account for more than half of the variation in the indicators on average.

Hypothesis test

Testing a hypothesis or the importance of each relationship is known as hypothesis testing. The path coefficient image below displays the results of the direct influence hypothesis test based on data processing performed with the smartPLS 3.0 application.
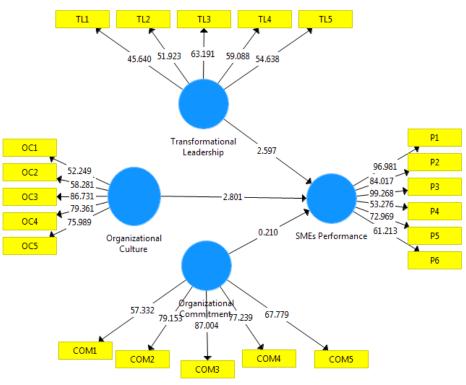
Fig 3. Hypothesis test

Table 3. Hypothesis Testing

Correlation	T Statistics	P Values	Conclusion
Transformational leadership and performance	2.597	0.000	Supported
Organizational culture and performance	2.801	0.000	Supported
Organizational commitment and performance	6.210	0.000	Supported

Discussion

The research's conclusions address the applicability of theory to investigation, viewpoints and prior studies that have been advanced by the findings of earlier studies, as well as the behavioral patterns that need to be followed in order to get over these obstacles. The examination of the research's findings is discussed in the sections that follow:

The Influence of Transformational Leadership on Performance

The hypothesis testing analysis's findings indicate that transformational leadership has a 0.316 path coefficient when it comes to performance impact. With a probability value (p-value) of 0.000<0.05 for this influence, it can be concluded that transformational leadership significantly affects worker performance. This demonstrates how transformational leadership can raise performance levels. It involves a leader who instills a work ethic, offers guidance, encourages skill development, approaches work regulations and procedures, and gives

members of the organization warnings and praises in order to increase employee participation and performance. The findings of this study are consistent with those of other studies by Susanto [25]; Schmitz et al. [20], demonstrating the impact of transformational leadership on worker performance. The data analysis's findings demonstrate that transformational leadership significantly and favorably affects work happiness. Acar et al. [1]; Atik et al. [5] state that transformational leadership is frequently used in a variety of businesses. Greimel et al. [2] found a positive and substantial association between transformational leadership and performance. Other studies by Haris et al. [18]; Iqbal et al. [13] also found that transformational leadership is extensively used in a variety of businesses. According to research by Liu et al. [9] and Kumar et al. [14], there is a strong and favorable correlation between transformational leadership and performance. The analysis's findings indicate that work satisfaction rises in direct proportion to the level of transformative leadership. Put another way, there will be a rise in job satisfaction if SMEs can develop effective transformational leadership. When they have a charismatic leader who can inspire them to advance, the workforce will feel fulfilled. Supervisors that can serve as positive role models for their staff will undoubtedly increase employee satisfaction. This is consistent with studies by Rubia et al. [21]; Samson et al. [24], which discovered that transformational leadership significantly and favorably affects workers' job satisfaction. Employee work satisfaction is positively and significantly impacted by transformational leadership. This is also consistent with studies by Samson et al. [24]; Sakulkijkarn et al. [22], which report a considerable favorable impact of transformative leadership on job satisfaction among employees.

The Influence of Organizational Culture on Performance

The hypothesis testing analysis's findings indicate that there is a 0.343 path coefficient for the relationship between organizational culture and performance. With a probability value (pvalue) of 0.000<0.05 for this influence, it is clear that employee performance is significantly impacted by company culture. This demonstrates how performance will rise in an environment where employees have a set of values, beliefs, behaviors, habits, and attitudes that support them in doing their jobs and help them comprehend the principles upheld by SMEs when the values are consistent with When workers follow the agency's principles, they will take their work more seriously, which will improve worker performance. The findings of this study are consistent with those of other studies by Zhao et al. [32]; Zhu et al. [33], which found that employee performance is influenced by organizational culture. Organizational culture academics have positively regarded study by Tipu et al. [30] and Tsai et al. [34] about the relationship between organizational culture and performance. Researchers' usage of the relationship between culture and performance has shown that it can affect how businesses look for and use this data. Leso et al. [16]; Mesu et al. [26] state that there is a strong and positive correlation between organizational culture and performance. According to another studies by Osman et al. [19], Prayuda et al. [17], and Pratiwi et al. [27], organizational culture and performance have a favorable and substantial link. Performance and organizational culture have a good and significant link, according to Rubia et al. [21]; Sakulkijkarn et al. [22]. According to a different study by Soomro et al. [23], performance and organizational culture are positively and significantly correlated. Tung et al. [31]; Widianto et al. [28] asserted that workers who share the same culture and path can accomplish organizational objectives, providing chances or support for workers to advance and mature inside the company. Wijaya [29] contends that an effective strategy based on a positive corporate culture is necessary to accomplish organizational goals. It is important to note that organizational culture affects employee performance and that culture and organization may support and mold the attitudes

and behaviors of all employees. Each employee has unique personal needs, and the organizational culture that is instilled in them causes those needs to be either unmet or inconsistent, according to Zhao et al. [32]; Zhu et al. [33]. According to Zahra et al. (2020) [35], scholars concur that there is a relationship between employee performance and corporate culture. By comprehending the relationship between organizational culture and employee performance, Tipu et al. [30], Tsai et al. [34], and Tung et al. [31] contend that an important research topic, namely employee performance, is highly crucial for the success of a company. Numerous scholars' empirical investigations show that corporate culture affects worker performance. These findings are consistent with studies by Tung et al. [31]; Widianto et al. [38] on the relationship between organizational culture and performance, which has been well-received by scholars studying organizational culture. It has been shown that academics exploit the relationship between culture and performance to affect how organizations find and use information According to Tipu et al. [30], Tsai et al. [34], and Tung et al. [31], workers who share the same culture and path can accomplish corporate goals, which presents chances or incentives for workers to advance and mature inside the company. It is important to note that organizational culture affects employee performance and that culture and organization may support and mold the attitudes and behaviors of all employees. Every employee has different demands, and the corporate culture that is in place causes those needs to be either unmet or inconsistent, according to Zhao et al. [32]. Tsai et al. [34] and Zhu et al. [33] contend that by comprehending the relationship between organizational culture and employee performance, a key research topic—specifically, employee performance—is crucial for an organization's success.

The Effect of Organizational Commitment on Performance

From the results of the hypothesis testing analysis, the influence of organizational commitment on performance has a path coefficient of 0.260. This influence has a probability value (pvalues) of 0.000<0.05, meaning that organizational commitment has a significant effect on employee performance. This shows that with increasing organizational commitment, employee performance will increase, where with committed employees, employees will feel confident and believe that the values and goals of the organization are in line with employee expectations so that employees will work harder so that employee performance will be even better. increase. The results of this research are supported by Acar et al. [1]; Alzoraiki et al. [7] showing that organizational commitment has a positive effect on increasing employee performance. Organizational Commitment influences employee performance, whether it can be accepted or proven to be true. This is reinforced by the theory put forward by Nasir et al. [4]; Gideon [3]; Greimel et al. [2] which states that organizational commitment can influence employee performance, as follows, organizational commitment to the company is seen as very important in business. Loyal employees will be willing to put the company's interests before their own interests. Commitment is also one of the requirements in employee performance appraisals and job promotions. Every organizational behavior definitely discusses the importance of organizational commitment. According to Tipu et al. [30]; Tung et al. [31] Organizational commitment has a positive and significant relationship with performance, other research by Widianto et al. [28]; Wijaya, E. [29] Organizational commitment has a positive and significant relationship to performance. Other research Zhao et al. [32]; Zhu et al. [33] show that organizational culture has a positive and significant relationship with performance. Organizational commitment is associated with job satisfaction, absenteeism levels, turnover intention and performance. High organizational commitment is very necessary in an organization, because creating high commitment will influence a professional work climate.

Evitasari et al. [6]; Atik et al. [5] state that organizational commitment is a situation when an employee supports a particular organization and its goals and wishes to maintain his membership in that organization. Attitudes that reflect employee loyalty to the organization from an ongoing process when organizational members express their concern for the organization and its continued success and progress. Organizational commitment in this research can be measured from several indicators such as employee willingness, employee loyalty and employee pride

5. Conclusion

It can be inferred from the findings of the study and the preceding discussion that transformative leadership significantly impacts worker performance. Employee performance is directly and significantly impacted by organizational culture. Employee performance is directly and significantly impacted by organizational commitment. The analysis's findings indicate that work satisfaction rises in direct proportion to the level of transformative leadership. Put another way, there will be a rise in job satisfaction if SMEs can develop effective transformational leadership. When they have a charismatic leader who can inspire them to advance, the workforce will feel fulfilled. Supervisors that can serve as positive role models for their staff will undoubtedly increase employee satisfaction. performance will rise in an environment where employees have a set of values, beliefs, behaviors, habits, and attitudes that support them in doing their jobs and help them comprehend the values that SMEs uphold when such values are in line with When workers follow the agency's principles, they will take their work more seriously, which will improve worker performance. Employees that are loyal will be prepared to put the needs of the business ahead of their own. Additionally, a prerequisite for job promotions and employee performance reviews is commitment. There is little doubt that every organizational behavior course addresses the significance of organizational commitment. Job satisfaction, absence rates, intention to leave, and performance are all correlated with organizational commitment. In an organization, a high level of organizational commitment is essential since it will shape a professional work environment.

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