

THE ROLE OF LEADERSHIP, ORGANIZATIONAL CULTURE, COMPETENCE AND MOTIVATION TOWARD EMPLOYEE COMMITMENT AND ITS IMPLICATIONS ON EMPLOYEE PERFORMANCE IN PT TELKOM HEAD OFFICE

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Abstract

The purpose of this research is to know, analyze and study the influence, both simultaneously and partially, from visionary leadership, organizational culture, competence and motivation to employee commitment and its implication on employee performance of PT Telkom Tbk Head Office. The method used in this research, using descriptive and verificative method. The sampling technique used is proportional stratified random sampling, with a sample of 390 respondents. The analytical tool used is path analysis (Path Analysis). The results of the analysis have a very significant influence, from visionary leadership, organizational culture, competence and motivation to employee commitment of 75.85, as well as there is a very significant influence of commitment to employee performance of 81.13%.

Keywords: *Leadership, Culture, Competence, Motivation, Commitment, Organization.*

Abstrak

Tujuan dari penelitian ini adalah untuk mengetahui, menganalisis dan mempelajari pengaruh baik secara simultan maupun parsial dari kepemimpinan visioner, budaya organisasi, kompetensi dan motivasi terhadap komitmen karyawan serta implikasinya terhadap kinerja karyawan Kantor Pusat PT Telkom Tbk. Metode yang digunakan dalam penelitian ini, menggunakan metode deskriptif dan verifikatif. Teknik pengambilan sampel yang digunakan adalah proporsional stratified random sampling, dengan jumlah sampel 390 responden. Alat analisis yang digunakan adalah analisis jalur (Path Analysis). Hasil analisis terdapat pengaruh yang sangat signifikan, mulai dari kepemimpinan visioner, budaya organisasi, kompetensi dan motivasi terhadap komitmen karyawan sebesar 75,85, serta terdapat pengaruh yang sangat signifikan komitmen terhadap kinerja karyawan sebesar 81,13%.

Kata kunci: *Kepemimpinan, Budaya, Kompetensi, Motivasi, Komitmen, Organisasi.*

INTRODUCTION

The level of company competition in the 21st century is getting tougher in line with the enactment of the free trade era, such as AFTA (*Asian Free Trade Area*), APEC (*The Asia Pacific Economic Cooperation*), NAFTA (*Nort America Free Trade Area*) and signed various kinds of bilateral and multilateral agreements which are essentially to support free competition in trade, such as GATT (*General Agreement on Tarif and Trade*), *European Union*. (Dermawan, 2006:2). And in 2015, the Indonesian will face the free market *Asean Economic Community* or MEA (*Masysarakat Ekonomi Asia*). In the era of globalization, the most widely developed issue is the issue of global competition. This means that the main issue of the globalization era is freedom of business which is then driven by free competition which no longer has any limitations in a particular country. This freedom of business is the demands and needs of the world community, wherever they are. Thus, in this era of free competition, the role of the government is decreasing, especially in an economy with various protections for both private and state-owned enterprises. (Rivai, 2010:3). The implementation of this borderless era was agreed upon by the leaders of developed countries and developing countries, including Indonesia.

In an effort to anticipate free trade, many companies have begun to rearrange their competitive strategies by conducting studies on the company's strategic goals based on international market needs, as well as evaluating the company's own internal competence. One of the main efforts in developing corporate strategy is the development of companies based on the use of technology and information, in the form of E-Commerce, E-Business, E-Recruitment, and so on. Several factors that can affect the

condition of the company in the current era, can be viewed from the internal and external aspects of the company. Internally, the management or business owner should be able to evaluate the company's performance and formulate a company planning strategy carefully in the future. While several external factors that can affect the condition of the company, among others, come from within and outside the country. A review of the company's internal factors should be focused on managing the company's management system, which is not only on how to create an orderly work process so that employees can work according to systematic and agreed rules and procedures, but also includes how to develop the skills and competencies of the company's employees so that they can run smoothly. and familiar with the management system.

Some companies that have a management system cannot run because of the lack or low quality of human resources from the management level and employee staff. In addition, with the growing trend of world digitalization technology, it will make it easier for business people to open new businesses that can disrupt the smooth running of existing old companies' businesses, especially businesses that do not require large capital. However, this should not be a barrier but better utilized for company development, where company management which was previously done manually or traditionally, can start using software, data management, websites properly so as to support control and improve quality of work and service to customers.

With the development of very tight company competition (*Hyper Competition*) and high consumer demands (*Quality and speed*), it demands the need for a company that provides technology and information services capable of providing services in the field of telecommunications. Therefore, the line of business engaged in the telecommunications sector in the current era of globalization is a very promising and profitable business. Thus the existence of PT. Telkom, Tbk (Telkom), its presence in Indonesia is very much needed and it needs to continue to be developed even more, so that in the long run it is able to become a company that can compete globally and become a global company of Multi National Corporation (MNC). Telkom is BUMN, so the role of BUMN is are felt to be increasingly important as pioneers or pioneers in business sectors that are not yet of interest to the private sector. Beside BUMN also has a very strategic role as the implementation of public services, balancing the forces of large private companies and helping the development of small businesses/cooperatives.

Telkom is a state company engaged in telecommunications and network services in the territory of Indonesia. As a state-owned company whose shares are traded on the stock exchange, the majority shareholder of the Company is the Government of the Republic of Indonesia, while the remainder is owned by the public. The largest state-owned T.I.M.E.S (Telecommunication, Information, Media, Edutainment and Services) business operating company in Indonesia, namely a more complete business portfolio following the changing trends of global business in the future. The Company's shares are traded on the IDX, NYSE, LSE and POWL in Japan. Telkom is one of the BUMNs whose shares are currently owned by the Government of Indonesia (52,56%), and 47,44% have in Public company. Telkom claims to be the largest telecommunications company in Indonesia, with 15 million fixed telephone subscribers and 104 million cellular telephone subscribers.

Based on the Company's Articles of Association, the scope of the Company's activities is to provide telecommunications and informatics networks and services as well as optimizing the Company's resources. To achieve the above objectives, the Company carries out business activities which include: 1). Main Business: a). Planning, building, providing, developing, operating, marketing or selling/leasing and maintaining telecommunications and informatics networks in the broadest sense with due observance of the provisions of laws and regulations. b). Planning, developing, providing, marketing or selling and improving telecommunications and information services in the broadest sense with due observance of the provisions of laws and regulations. 2) Supporting Business: a). Providing payment transaction and money transfer services through telecommunications and information networks. b). Carry out other activities and businesses in order to optimize the resources owned by the Company, including the utilization of fixed assets and movable assets, information system facilities, education and training facilities and maintenance and repair facilities.

The system and culture are continuously developed in accordance with the demands and changes in the business to realize the ideals so that we can continue to advance, be loved by our customers, be competitive in the industry and can become a role model for the Company. Since 2009, a new corporate culture transformation has been carried out, which is called "*The Telkom Way*". Subsequent cultural

development was carried out in 2013 with the stipulation is *Arsitektur Kepemimpinan Dan Budaya Perusahaan (AKBP)*.

The complete Corporate Culture is described as follows: Philosophy to be the Best: Always The Best. Always the Best is a basic belief to always give the best in every job. Always the Best has the essence of "Ihsan" which in this sense is translated as "the best". Employees who have a ihsan spirit will always provide better work results than they should, so that a ihsan attitude will automatically be based on a sincere heart. Philosophy to be the Best: Integrity, Enthusiasm, Totality Always the Best demands that every Telkom employee has integrity, enthusiasm and totality. HR development is one of the operational functions of HR Management which contains activities to maintain and improve employee competence through increasing knowledge, abilities and other aspects (Tjutju Yuniarsih, 2011:36).

The number of Telkom employees is 25,011 people, consisting of 17,881 Telkom employees and 7,130 employees in subsidiary companies. In line with the continuation of the multi-exit program as part of efforts to revitalize and increase the efficiency of Telkom's human resources. For more details, the description of Telkom's human resources can be explained as follows: The term management cannot be separated from human life, because humans as social beings in general will always group or organize, so that management is a part of human life. Therefore, historically the age of management is as old as human history, because management practices have been implemented since the first humans. However, according to Western experts scientifically, new management theory developed towards the 19th century. Management is a process carried out by a person or more to coordinate activities with other people in order to achieve results that cannot be achieved by someone carrying out their own activities. According to Stoner (2006; 8) there are 3 (three) important reasons for studying organization and management practices, namely: 1. Remembering the past

Organizations help connect people with their past because organizations can be seen as patterns of human relations that keep records of their own history, keeping traditions alive in our minds. Often through historical records we can know our past. Live in the present: The organization contributes to the present standard of living of human beings throughout the world. We depend on the organization to meet all the needs that we need, both physical and non-physical. Building the future: Organizations build a better future and help individuals to do the same. New products and practices are developed as a result of the creative power that can emerge when humans work together in organizations. Therefore organizations can bring positive and negative impacts on the future of our environment. In achieving the goals and objectives that the organization wants to achieve, then management is a means or tool to fulfill them, because management is a specialty in dealing with time and human relations problems when they arise in the organization. Stoner (2006:7), mengemukakan bahwa: *"Management is the process of planning, organizing, leading and controlling the efforts of organization members and of using all other organizational resources to achieve stated organizational goals"*.

This opinion can be interpreted that management is a process of planning, organizing, directing and controlling the activities of members of the organization and the use of existing resources to achieve organizational goals that have been set. Furthermore Handyaningrat (2006: 7) defines management as an art to achieve maximum results with minimum effort, as well as achieve maximum welfare and happiness, both from leaders and from subordinates and provide the best possible service to the community. These opinions mean that management is an effort to achieve certain goals through the activities of several people, then the leadership coordinates a number of activities or activities of members of the organization, through planning, organizing, placing, directing and controlling to achieve organizational goals that have been set. From some of these opinions it can be concluded that management is a series of collaborative business activities in planning, organizing, activating, leading, controlling, evaluating and developing resources to achieve predetermined goals. In this series of activities, there are elements of art and skills in terms of moving people through collaboration to achieve goals, for that a leader who holds this responsibility is needed.

Management Processes and Functions

The process is a systematic way that has been defined in carrying out activities, for that management as a process to emphasize that all managers, regardless of their particular talents or skills, are involved in interrelated activities to achieve the goals to be achieved. Therefore Management is a process of harmonious cooperation between two or more human beings to achieve predetermined goals. As a feature of management is the existence of human groups, groups consisting of two or more people,

the existence of cooperation from the group, the existence of a process, the existence of guidance, leadership and supervision and the existence of goals. To find out more clearly about the management functions, below The author presents several expert opinions..

According to Terry in Robbins (2009:10), that management functions are known by the acronym POAC namely: "Planning, Organizing, Actuating and Controlling". Meanwhile Fayol argued that the organic functions contained in management consist of: "Planning (planning), organizing, commanding, coordinating and Controlling". Furthermore, Ghulick in Robbins (2009:11), mentions management functions are: Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting. From the various views regarding management and the composition of its functions put forward by these experts, even though there are differences, in essence it refers to the core problem and the same goal, which is intended so that cooperative activities involving all organizational resources can move together to achieve goals. which have been set.

Organizational Definition

According to Husaini (2013: 171) what is called an organization is: The process of working together with two or more people to achieve goals effectively and efficiently. Thus, the organization contains three elements, namely (1) cooperation, (2) two or more people, and (3) the goals to be achieved. Organizational effectiveness is the degree to which the organization has succeeded in achieving the set goals. Organizational effectiveness means providing a product or service that customers value. Organizational efficiency relates to the amount of resources used to achieve an organizational goal. Efficiency is based on how much raw materials, money, and people are needed to produce a given volume of output. Efficiency can be calculated as the amount of resources used to produce a product or service. According to Gibson, et al (2010: 6) provides the following definition of organization: Organization is a place that allows society to achieve results that previously could not be achieved by individuals individually. An organization is a coordinated unit of at least two people functioning to achieve a specific goal or set of goals. Robbins (2008) explained that Organization is a consciously coordinated social unit, composed of two or more people, that function on a relatively continuous basis to achieve a common goal or set of goals.

Based on the definition above, it can be concluded that a group of people can be said to be an organization if it fulfills 4 main elements, namely: (1) the organization is a system; (2) there is a pattern of activity; (3) there is a group of people, and (4) there is a predetermined goal. Kenicki & Williams, in Allen Barclay (2010) "The number one reason why people want to leave their jobs, it is believed, is their dissatisfaction with leaders." With the process of change and development in an organization, then at the level of organizational systems, it will be seen how the role of leadership affects the structure and design of the organization. At this level, on the one hand, organizational culture is related to organizational structure and design, technology, work design and stress. Kinds of Organizations in Terms of Purpose; 1. Government Organizations; Consists of Organizations at the Central Government level, Organizations at the Provincial Government level, Organizations at the Municipal/District Government level, and Organizations at the Village level; 2. Business or Commerce Organization; Commercial organization is an organization whose nature is to achieve a profit. We often encounter these organizations in today's globalization-based life, with growing economic factors making commercial organizations grow faster too. Kinds of trade organizations, namely: 1). Limited Liability Company, 2). Limited Partnership, 3). joint venture, 4). Cooperative, 5). Cartel. 3. Social Organization; Social organizations are social associations formed by the community, both those with legal entities and those without legal entities, which function as a means of community participation in the development of the nation and state. As creatures that always live together, humans form social organizations to achieve certain goals that they cannot achieve alone.

Functions and Operational Objectives of HRM

The ability of leaders and all levels of work units responsible for managing human resources in an organization is seen, among others, in the implementation of all the functions that must be carried out to support the activities of all components of the organization concerned. The operational functions of HRM in question are: creation of a reliable human resource information system and manpower planning; 2). recruitment; 3). selection; 4). orientation and placement; 5). training and development; 6).

performance assessment; 7). implementation of an effective reward system; 8). career planning and development; 9). employee protection; and 10). maintenance of harmonious relations with employees.

Theory and Definition of Leadership Theory

Every organization certainly has a movement that is the leader. Each group activity seems to move because of instructions from certain people. These people are called leaders. Mosley in Adiyas (2006:45) argues that, leadership is an attempt to influence individuals and groups to achieve goals. According to Siagian (2009:36) what is meant by a leader simply is: "everyone who has subordinates. This means that the leader functions to lead a number of other people who are called subordinates". This is understandable because every time there is a collaborative interaction of two or more people in achieving goals requires a leader. Kartono (2008: 33) states: "A leader is a person who has skills and strengths, especially skills and strengths in one area, so that he is able to influence other people to jointly carry out certain activities for the achievement of one or several goals". that the leader is someone who has more ability so that he has the power and authority to direct and guide his subordinates, can move his subordinates towards certain goals. Thus it is concluded that the leader is someone who has subordinates, also has more ability so that he can influence many people / subordinates towards achieving predetermined goals. Successful leaders will be able to influence others to want to follow and implement what has been decided in order to achieve organizational goals. This ability to influence is what distinguishes leaders who have leadership from a leader who has no leadership.

Leadership according to Getol (2010: 2) is "a person's ability to influence a group of people who have the same needs and direct them to be willing to do work according to their directions". Meanwhile, according to Howard H. Hoyt in the book Aspect of Modern Public Administration adapted by Kartono (2008: 57) states: "Leadership is the art of influencing human behavior, the ability to guide people". In line with the opinion above, Dalton MC Farland in Handayani (2011:25) states: "giving orders, directing, guiding or influencing the work of other people in choosing and achieving the goals that have been set". Based on the definitions and definitions that have been put forward above, it is clear that leadership contains an ability possessed by a person and leadership can function on the basis of the leader's power to invite, influence, and move other people to do something to achieve a certain goal. This is in accordance with what was said by Siagian (2009:36) that: "Leadership is the core of management because leadership is the driving force for resources and other tools in an organization". Thus the importance of leadership in efforts to achieve organizational goals so that it can be said that the success or failure of an organization is largely determined by the quality of leadership possessed by those who are entrusted with the task of leading the organization because people always associate the failure or success of an organization with the role of the leader. This means that every leader (leader) through the best possible cooperation must be able to make his subordinates achieve the specified results, here the role of the leader gives encouragement to his subordinates to move what the leader wants.

Kartono (2008: 7) states that: Leadership primarily has a function as a driver or dynamic of human resources, natural resources, all funds and facilities prepared by a group of people who organize. Thus it can be said that leadership is an ability to influence by giving encouragement or motivation to subordinates so that they want to work and behave to achieve predetermined goals. The main task of a leader is to be able to lead. Based on the quotations above, it can be concluded that a leader must be energetic, have higher and broader knowledge about various things. Leaders are also required to understand the needs of the group and be able to motivate and must be able to set an example in work, have a future perspective so that they can see what opportunities are there for their group. Leaders with group members make targets in a shared commitment or determination, trying to find various alternative solutions to problems.

Leadership Function

The success or failure of an organization to achieve its goals is largely determined by the quality of its leadership. Maria (2002:91) mentions "the quality of leaders is often regarded as the most important factor in the success or failure of an organization". Thus, it is the leader who is responsible for the failure of carrying out a job and the position of the leader in an organization is very important and decisive. A leader must be able to control all the activities of people in a group towards achieving the goals that are aspired together. The control effort consists of several main tasks carried out by the

leader of the organization or group. According to O'Donnel and friends in Wahjosumidjo (2010: 154) that the function of leadership is: "inviting or urging all subordinates or followers, so that they are willing to make a contribution in achieving organizational goals in accordance with the abilities of the subordinates to the fullest". Meanwhile Siagian (2004:48) states that there are five leadership functions, namely: 1). Leaders as determinants of the direction to be taken in an effort to achieve goals. 2). Representatives and spokespersons for the organization in relation to parties outside the organization. 3). Leaders as effective communicators. 4). Leaders as mediators, especially in internal relations, especially handle conflict situations. 5). Leaders as effective and rational integrators.

Based on the definition above, it can be concluded that a leader is someone who has a vision of the future, with this vision he tries to influence others to be willing to join him. This vision usually arises from his need for power and achievement and his aspirations for the future. When this need gets stronger, this need is transformed into a very strong motive that drives him to act. Leaders are people who are able to show the group what opportunities can be achieved and how to seize them. The leader unites the group with one goal and commitment that can be accepted by all group members. He set an example for group members, even trying and ready to sacrifice to protect the group from danger or from conflicts that occur. The leader influences group members with evidence from every word he says, because of this evidence then the group is willing to listen to what is said and is encouraged to then follow it. Thus the function of leadership is essentially a series of tasks or the position of a leader in influencing or moving his subordinates so that they carry out their duties with full awareness and responsibility towards organizational success. All of this requires information, both from organizational bodies or sections or sections, and so on, as well as sources from outside the organization concerned.

Visionary Leadership

As mentioned above, leadership is an ability to influence by giving encouragement or motivation to subordinates so that they want to work and behave in accordance with what is desired and to achieve predetermined goals. Leadership is an integral part of organizational life. Many leadership styles can be chosen and then applied by a leader in the organization he leads. Even though the transformational leadership style is believed by many to be one of the best leadership styles, its implementation requires several conditions, both within the leader and in the organizational conditions. Based on some of the descriptions above, it can be said that the essence of leadership is a person's effort to influence other people to behave according to what he wants. In order to influence others, a leader has many choices of leadership styles to be used.

Theory and Definition of Performance

Performance is an important aspect in human resource management. The strength of an organization lies in its people, the functioning of the parts in the organization depends on the ability of the people in the organization concerned to move it towards achieving the goals that have been set. The higher the quality of human resources in an organization will certainly make good employee performance which will ultimately have an impact on better organizational performance. Performance is the answer to the success or failure of organizational goals that have been set, and is also a condition that must be known and confirmed to certain parties to determine the level of achievement of results related to the vision carried out by an organization and to know the positive and negative impacts of an operational policy. Veithzal Rivai (2009:548-549) states: Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. Employee performance is a very important thing in an effort to achieve goals. Another term for performance is called "performance". This is in accordance with what was mentioned by Sedarmayanti (2013: 52), namely: Performance means performance, implementation of work, achievement or results of work/performance or work performance.

Standards and Performance Measurement

Standard size for the criteria must meet four things, namely (1) Validity: the standard must be valid in terms of added value components. For example, in some situations, clothing is very important, sloppy dress shows indifference to the quality of products and services. In other situations, clothing standards are irrelevant, because they have no relationship with added value. (2) Realism: a standard must be realistic. There is little point in trying to perfect it, if it cannot be achieved. A balance must

strike between standards that are too low, which are not broad, and standards that are too high, resulting in decreased individual performance. (3) Agreement, standards must not be forced, but must be mutually beneficial. If a standard is imposed, then everyone tries to find reasons why that standard cannot be achieved. If a standard is agreed, everyone tries to overcome the difficulties that arise. (4) Objectivity, there must be objectivity in measurement in assessing or assessing the implementation of work that can only be decided subjectively which will trigger conflict and decrease the added value component Dwiyanto, et al, (2011: 14).

Furthermore Stout in Bastian (2012: 30) states: "Measurement or assessment of organizational performance is the process of recording and measuring the achievement of the implementation of activities in the direction of achieving the mission (mission accomplishment) through the results displayed in the form of products, services or a process". Dwiyanto, et al, (2011: 48) states: a complete measure of the level of performance of a public organization is as follows: 1) Productivity, 2) Service Quality Orientation, 3) Responsiveness, 4) Accountability. Work productivity is a measure of the use of factors of production or resources in an organization, which is expressed in a measure of the output achieved by the factors of production used. One of the factors of production is human or employees. As a workforce that plays a major role. Basically every production and technology is the work of humans, the level of productivity is influenced by many factors, for example the attitude of employee discipline, therefore productivity needs to be increased through integrated management and involves the formation of mental attitudes, improvement of the education and training system. Productivity according to Sutarto (2000: 178) is an ability of a set of economic resources to produce a ratio or ratio between income and expenditure.

RESEARCH METHOD

According to Marzuki (1999: 25) there are several types of research according to the method, one of which is the survey method, which is research conducted on large and small populations but what is tested is sample data. The purpose of this study is to generalize from an observation, what is important in this study is that the samples taken represent the population. Based on the information above, this research is a survey research. According to the research title, and according to the level of explanation (level of explanation) as said by Lubis (2012: 20) that this research includes associative research, namely research conducted with the aim of knowing the relationship or influence of 2 or more variables, namely the influence of the independent variable on the dependent variable with using intervening variables. Sugiyono (2010: 12) added that in this associative research there are at least two variables that are connected. The form of the relationship between variables is causal, namely a causal relationship. When viewed according to the type of data and analysis, this research is a quantitative study consisting of six variables, with four independent variables, one dependent variable, and one intervening variable which aims to determine the effect of the independent variables on the dependent variable. According to the research data is quantitative data, the data analysis uses quantitative statistics.

As previously mentioned, this study conducted an analysis of the causal relationship between the research variables. This research is a management science approach to human resources. Research design is the entire process required in conducting research. In this study includes the following processes: 1). Conduct a preliminary study according to the theme/variable under study; 2). Compilation of research background that is guided by phenomena, empirical, theoretical, and normative foundations; 3). Formulate research problems including making specifications and objectives; 4). Read theoretical concepts that are relevant to the research to be carried out; 5). Read the results of previous studies that are relevant to the research that will be carried out as a comparison, by searching for findings from scientific journals (international and national), other relevant scientific papers; 6). Develop a framework of thinking in accordance with relevant previous research theories and findings; 7). Determine the research hypothesis; 8). Determine suitable research methods/approaches to be used, including the analytical tools used; 9). Develop research instruments, including testing the validity, reliability and normality of data; 10). Perform data collection and analysis; 11). Proof of hypothesis and discussion to answer the problem formulation; 12). Conclusions and suggestions adapted to the formulation of the problem.

According to Kuncoro (2008: 103) "population is a complete group of elements which are usually in the form of people, objects, transactions or events where we are interested in studying them or to be used as research objects". Meanwhile, Sugiyono (2010: 90) defines the population as a

generalization area consisting of objects/subjects that have certain qualities and characteristics determined by research to be studied and then conclusions drawn. In Chapter I it was stated that the number of employees of PT Telkom Tbk. is as many as 17,881 people, with the following levels:

Table 1. Research Population

Level	Total
Senior Management	135
Middle Management	2.711
Supervisor	9.936
Others	5.099
2013, Sum	17.881

source: telkom.co.id

In this study, researchers limited the level of senior managers, middle managers, and supervisors so that the number of employees was 12,782 employees. The sample is 390 employees, part of the number and characteristics possessed by the population. Sampling techniques according to (Sugiyono, 2010:91) can basically be grouped into two, namely probability and non-probability. Probability sampling includes random samples, proportionate stratified random, disproportionate stratified and area random. Non-probability sampling includes systematic sampling, quota sampling, accidental sampling, purposive sampling, saturated sampling and snowball sampling. The sampling technique in this study was the author using proportional random sampling. The reason for using this technique is because the members of the population are not homogeneous and have a stratified educational background as mentioned in; Based on the Slovin formula above, the sample can be determined as shown in table 3.3. following..

Tabel 2. Sampling method

No	Level	Amount
1	Senior Management	$135 / 12.782 \times 390 = 4,11$ is 4
2	Middle Management	$2.711 / 12.782 \times 390 = 82,71$ is 83
3	Supervisor	$9.936 / 12.782 \times 390 = 303,16$ is 303
	Total	390

Source: Processed questionnaire, 2017

RESULT AND DISCUSSION

Description of Research Respondents

Analysis of the characteristics of the respondents is intended to help analyze the characteristics of employees who work for employees of PT Telkom Tbk. This can be useful as important information in assessing employee characteristics based on age, gender, level of education and years of service. The characteristics of the respondents in this study in this study can be described as follows:

Table 3. Characteristics of Respondents Based on Respondent's Age

No	Respondent Age	Amount	
		Frequency	(%)
1	< 30 years	117	30,00
2	30 – 40	148	37,95
3	40 – 50	102	26,15
4	> 50 year	23	5,90
	Total	390	100

Source: Processed questionnaire, 2017.

From Table 3, it is known that the most respondents are employees aged between 30-40 years as many as 148 respondents or 37.95%, this indicates that employees at PT Telkom Tbk are dominated by the age range of 30 to 40 years, where the age this is a very productive age at work, so that employee contributions to the company can be optimized. Furthermore, an analysis of the characteristics of respondents based on gender is described as follows:

Table 4. Characteristics of Respondents Based on Gender

No	Gender	Amount	
		Frequency	(%)
1	Male	246	63,08
2	Female	144	36,92
	total	390	100

Source: Processed questionnaire, 2017.

From Table 4, it is known that most of the respondents are male, namely 248 respondents or 63.08%, this indicates that employees at PT Telkom Tbk are dominated by men. The large number of male employees, this reflects that the duties and jobs at PT Telkom Tbk are jobs that are considered quite large and quite heavy. This is understandable considering that PT Telkom Tbk is a telecommunication company that provides various communication services for all Indonesian citizens, where its operational area is very wide, both domestic and overseas services.

The results of the model feasibility test show that the research model meets the criteria of the goodness of an econometric model or the characteristics that can be expected and are described as follows: Theoretical Plausibility; This research model shows that the test results are in accordance with expectations and HR management theory which is the rationale for studying the influence of Visionary Leadership, Organizational Culture, Competence, and Motivation on Commitment and its implications for Employee Performance.

Tabel 5. Goodness of Fit test

Relationship Between Variables	Hypothesis	Result	Goodness
The Effect of Visionary Leadership on Commitment	+	+	Fit
The Influence of Organizational Culture, on Commitment	+	+	Fit
The Effect of Competence on Commitment	+	+	Fit
The Effect of Motivation on Commitment	+	+	Fit
The Effect of Commitment on Employee Performance	+	+	Fit

Source: Processed questionnaire, 2017

Accuracy of The Estimates of The Parameters

This research model produces an accurate or unbiased and significant path coefficient estimator. The assumptions of the analysis are met and the probability of statistical error of the model is very low ($p\text{-value} = 0.000$) for all hypotheses.

Explanatory Ability

This research model has a high ability to explain the relationship between the phenomena of the management variables studied. Standard Error (SE) is smaller than $\frac{1}{2}$ times the absolute value of the path coefficient ($SE < \frac{1}{2} \rho$).

Hypothesis 1

There is an influence of Visionary Leadership, Organizational Culture, Competence, and Motivation on Commitment

SE Visionary Leadership = $0,037 < \frac{1}{2} (0,443)$

SE Organizational Culture = $0,028 < \frac{1}{2} (0,162)$

SE Kompetente = $0,036 < \frac{1}{2} (0,263)$

SE Model $=0,051 < \frac{1}{2} (0,205)$

Hypoteses 2

There is an influence of Commitment to Employee Performance

SE Commitment $=0,29 < \frac{1}{2} (0,901)$

Forecasting Ability

This research model has a high predictive ability on the behavior of the dependent variable as indicated by the high coefficient of determination of the model which is close to or exceeds 50% with the following details: The Influence of Visionary Leadership, Organizational Culture, Competence, and Motivation on Commitment of 75.85%. The effect of commitment on employee performance is 81.13%. Thus it can be concluded that the developed model meets the goodness of an econometric model which is based on a strong theoretical perspective, so that it can contribute to the development of science and to policy or problem solving. Based on the frequency distribution table above, it can be concluded that the Visionary Leadership Variable consists of 15 statements with the following frequency details: The number of items answered by respondents stated that those who answered a scale of 5 were 10.48 percent, answered a scale of 4 by 30.29 percent, answered a scale 3 of 22.46 percent, answering scale 2 of 28.82 percent, and answering scale 1 of 7.95 percent. This means that the data is scattered from smallest to largest with an average value of 3.065 and a total score of 19,932. and a Standard Deviation of 1.151 with categories of answers in the range 1.915 – 4.216 with the category Fairly Good to Very Good.

The order of the average value of the answers for each statement is sorted based on the lowest average value of the first, namely in the statement: My leader always pays attention to the needs of subordinates with an average value of 2.895. This indicates that the leadership at PT Telkom Tbk has not been able to accommodate the needs of subordinates optimally. While the second lowest average value is in the statement: My leader has the ability to encourage subordinates to disseminate knowledge with an average value of 2.954. This indicates that the leader is still not able to pass on the knowledge he has to his subordinates properly and continuously. The highest statement is the statement: My leader has the ability to provide inspiration and hope with an average value of 3.285. It is hoped that the visionary leadership at PT Telkom Tbk can run well, but the fact is that it is still in the pretty good category, because the leadership in the company still uses transformational leadership. Therefore, future leadership needs to be improved towards visionary leadership, in accordance with PT Telkom's vision and mission of wanting to become a telecommunications company that enters global competition. Several efforts to improve visionary leadership capabilities, in the following ways: 1. Conduct visionary leadership education and training for all top-level leadership. 2. Every Leader who has been trained, can transmit his leadership to the leadership at the level of his subordinates. 3. Conducting Banchmakring to companies that have succeeded in implementing visionary leadership.

Based on the frequency distribution table above, it can be concluded that the organizational culture variable consists of 15 statements with the following frequency details. 20.63 percent, answering scale 2 is 27.67 percent, and answering scale 1 is 10.29 percent. This means that the data is scattered from smallest to largest with an average value of 3.032 and a total score of 17.738. and a Standard Deviation of 1.185 with categories of answers in the range 1.847 – 4.217 with the category Fairly Good to Very Good. The order of the average value of the answers for each statement is sorted based on the lowest average value of the first, namely the statement: The company always provides opportunities to develop a sense of employee loyalty with an average value of 2.849. This indicates that the organizational culture at PT Telkom Tbk has not been able to optimize providing opportunities to develop a sense of employee loyalty. While the second lowest average value is in the statement: The company always provides opportunities to develop a sense of employee loyalty with an average value of 2.892. This indicates that the organizational culture at PT Telkom Tbk has not been able to optimize the sense of solidarity among employees.

The highest statement is in the statement: The company always develops employee confidence in working with an average value of 3.192. It is hoped that the organizational culture at PT Telkom Tbk can run conducively and effectively, but in fact it is still in the category of quite conducive and quite effective, this is due to the fact that the organizational culture in the company has not been implemented properly and has not been implemented by all employees. Therefore, in the future, organizational culture

needs to be continuously improved and implemented as a whole, in line with PT Telkom's vision and mission of wanting to become a telecommunications company that enters regional and global competition. Several efforts to improve organizational culture, in the following way: 1. Carry out continuous socialization and involve all existing leaders and employees. 2. Every Leader must set an example to all existing employees. 3. Conducting Banchmakring to companies that have succeeded in implementing their organizational culture.

Description of Employee Competency at PT Telkom Tbk

Based on the frequency distribution table above, it can be concluded that the Competency Variable consists of 18 statements with the following frequency details: The number of items answered by respondents stated that those who answered on a scale of 5 were 9.21 percent, answered on a scale of 4 by 25.10 percent, answered on a scale of 3 by 28.14 percent, answering scale 2 is 27.45 percent, and answering scale 1 is 10.10 percent. This means that the data is scattered from smallest to largest with an average value of 2.959 and a total score of 18.434. and a Standard Deviation of 1.137 with categories of answers in the range 1.822 – 4.096 with the category Fairly Good Towards Good. The order of the average value of the answers for each statement is sorted based on the lowest average value of the first, namely in the statement: Employees always try to develop individual skill levels with an average value of 2.803. This indicates that employees are not trying to develop individual skill levels optimally. While the second lowest average value is in the statement: Employees always try to improve mental abilities with an average value of 2.903. This indicates that employees are not trying to improve mental abilities well and continuously.

The highest statement is in the statement: Employees always try to develop professional work skills with an average value of 3.054. It is hoped that the competence of employees at PT Telkom Tbk is good, but in fact it is still in the quite good category, this is due to the fact that the level of competence is still not evenly distributed and the education level of most of the employees is at the S1 level and below. Therefore, the development of employee competencies needs to be increased to the level higher so that the company is able to realize the vision and mission of PT Telkom which wants to become a telecommunications company that enters global competition.

Several efforts to improve employee competence, in the following way: 1. Conducting education and training that leads to the development of specific competencies. 2. Every employee is encouraged and given assistance in order to want to develop his education and take part in training that supports his professionalism. 3. Conducting Banchmakring at companies that have successfully implemented and developed the competence of their employees.

CONCLUSION

From this research, researchers can conclude that the conditions for the implementation of visionary leadership at PT Telkom Tbk. is in the category of Fair to Very Good, this indicates that the visionary leadership at PT Telkom Tbk is not optimal. The highest aspect is that my Leader has the ability to provide inspiration and hope, while the two weakest aspects consist of: Leaders pay little attention to the needs of subordinates, and Leaders do not encourage subordinates to disseminate knowledge.

1. This conclusion regarding the condition of visionary leadership is supported by the results of interviews with expert judgment, which stated that visionary leadership at PT Telkom Tbk has been implemented, however the implementation is still not effective.
2. Conditions for the implementation of organizational culture at PT Telkom Tbk. is in the category of Fair to Very Good, this indicates that the implementation of organizational culture is not optimal. The highest aspect is that the company always develops employee confidence in work, while the two weakest aspects consist of: the company has not provided the opportunity to develop a sense of employee loyalty, and the company has not provided the opportunity to develop a sense of employee loyalty. This conclusion about the condition of organizational culture is supported by the results interview with expert judgment, which states that the organizational culture at PT Telkom Tbk is always developing, however, the implementation of the culture is still not effective. Conditions for implementing employee competencies at PT Telkom Tbk. is in the category of Fair to Good, this indicates that the competence of employees at PT Telkom Tbk is not optimal. The highest aspect is that

employees always try to develop professional work skills, while the two weakest aspects consist of: Employees don't try to develop individual skill levels, and Employees don't try to improve mental abilities. This conclusion about the condition of competence is supported by the results of interviews with expert judgment, which states that employee competence is always being developed, however the development of employee competence at PT Telkom Tbk is still not optimal

3. Conditions for implementing employee motivation at PT Telkom Tbk. is in the category Good enough to Good, this indicates that employee motivation at PT Telkom Tbk is not optimal. The highest aspect is that employees are always willing to accept job risks, while the two weakest aspects consist of: Employees pay little attention to personal relationships, and Employees lack close, cooperative and friendly relationships. The conclusion regarding this condition of motivation is supported by the results of interviews with expert judgment, which stated that there was an increase in employee motivation, however, the increase in employee motivation at PT Telkom Tbk was still not optimal.
4. The condition of employee commitment at PT Telkom Tbk. is in the category Good enough to Good, this indicates that the commitment of employees at PT Telkom Tbk is not optimal. The highest aspect is that my leader has the ability to provide inspiration and hope. While the two weakest aspects consist of: Leaders pay little attention to the needs of subordinates, and My Leader has the ability to encourage subordinates to disseminate knowledge.
5. The conclusion regarding the condition of employee commitment is supported by the results of interviews with expert judgment, which states that employee commitment at PT Telkom Tbk has increased, however, the increase in employee commitment is still not optimal.
6. Conditions for the implementation of employee performance at PT Telkom Tbk. are in the category Good enough to Good, this indicates that the performance of employees at PT Telkom Tbk is not optimal. The highest aspect is that employees have the ability to find new work procedures. Meanwhile, the two weakest aspects consist of: Employees do not yet have the ability to use materials as needed, and Employees do not yet have the ability to master tasks.
7. This conclusion regarding the condition of employee performance is supported by the results of interviews with expert judgment, which states that the performance of employees at PT Telkom Tbk has increased, however the increase is still not optimal.
8. The magnitude of the influence of visionary leadership on employee commitment of PT Telkom Tbk with a total influence of 35.30 percent. This conclusion is in line with the statement of expert judgment which states that effective and consistent visionary leadership will be able to have a significant influence on increasing the commitment of employees of PT Telkom Tbk.
9. The magnitude of the influence of organizational culture on employee commitment of PT Telkom, Tbk with a total influence of 11.96 percent. This conclusion is in line with the statement of expert judgment which states that a high, conducive and dynamic organizational culture will be able to have a significant influence on increasing the commitment of employees of PT Telkom Tbk.
10. The magnitude of the influence of employee competence on employee commitment of PT Telkom, Tbk with a total influence of 15.39 percent. This conclusion is in line with the statement of expert judgment which states that high and relevant employee competence will be able to provide a significant influence on increasing employee commitment at PT Telkom Tbk.
11. The magnitude of the influence of employee motivation on employee commitment of PT Telkom, Tbk with a total influence of 13.21 percent. This conclusion is in line with the statement of expert judgment which states that high and sustainable employee motivation will be able to have a significant influence on increasing the commitment of employees of PT Telkom Tbk.
12. The magnitude of the influence of visionary leadership, organizational culture, competence and employee motivation on the commitment of employees of PT Telkom, Tbk with a total influence of 75.85 percent. While the magnitude of other variables that are not examined and also influence performance is 24.15 percent. The other variables referred to are: work environment, compensation, communication and so on. This conclusion is in line with the statement of expert judgment which states that visionary leadership, organizational culture competence, motivation are developed simultaneously, where the development is effective,

high and sustainable will be able to provide a very significant simultaneous effect on increasing employee commitment.

13. The magnitude of the influence of employee commitment on the performance of employees of PT Telkom, Tbk with a total influence of 81.13 percent. Meanwhile, the magnitude of other variables that are not examined and also influence performance is 18.87 percent. Other variables are referred to as morale, work loyalty, job satisfaction, and so forth. This conclusion is in line with the statement of expert judgment which states that high and consistent employee commitment will be able to provide a very significant influence on improving the performance of employees of PT Telkom Tbk.

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