



## **The Influence of Visionary Leadership, Communication, and Organizational Culture on Employee Commitment and Its Implications on Employee Performance**

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**Abstract:** Facing competition in the current era of globalization requires every organization to work more efficiently and effectively. Competition increasingly stringent conditions cause organizations to be able to increase their competitiveness in achieving the goals and objectives set by the organization. one of which is increasing employee commitment This study aims to know, analyze, and examine the influence of visionary leadership, communication, and organizational culture on employee commitment and its implications on employee performance at PT. Saraswanti Group North Sumatra. The research methods used are descriptive and verifiative analysis. The data collection used is using questionnaires accompanied by observation techniques and literature. The study used samples taken from proportionally selected employees. Data analysis techniques used to use SEM analysis. The results of the study descriptively show that visionary leadership, communication, organizational culture, employee commitment, and employee performance are in the category of quite good. The results of the verification research show that visionary leadership, communication, and organizational culture affect employee commitment both simultaneously and partially, and employee commitment affects employee performance at PT. Saraswanti Group North Sumatra.

**Keywords:** Commitment; Communication; Organizational Culture; Performance; Visionary Leadership

### **INTRODUCTION**

The industrial sector around the world is growing rapidly, this can be seen from the development of technology in the industrial field which is increasingly sophisticated. In some countries that are classified as developed, the role of the industrial sector is more dominant than the agricultural sector. The industrial sector plays a key role as an engine of development because the industrial sector has several advantages over other sectors, namely with the value of very large embedded capital capacity, the ability to absorb large labor, and also the ability to create added value (value added creation) from every input that can lead to the export level.

Based on the economic growth rate, North Sumatra in 2020 contracted by 1.07 percent. Contraction occurred in several business fields. The highest contraction was experienced by Transportation and Warehousing by 12.77 percent; followed by Accommodation and Food & Drink Provision at 9.26 percent and Corporate Services at 4.71 percent, while the Processing Industry was included in the lowest contraction of 0.8 percent (Badan Pusat Statistik, 2021).

North Sumatra is one of the provinces in Indonesia that has a significant development of the fertilizer industry. Some factors that cause the development of the fertilizer industry in North Sumatra are: because it has a wealth of natural resources that support the development of the fertilizer industry. The province has good access to key raw materials for fertilizer, such as natural gas and coal, which are used in fertilizer production. The availability of these raw materials provides a competitive advantage in producing fertilizers in this area. It has great agricultural potential, with large land areas



and climatic conditions that support plant growth. Agriculture is a major sector in the province, and the high demand for fertilizer is a driving factor for the development of the fertilizer industry. The demand for fertilizers to support crop productivity and quality is a promising business opportunity in North Sumatra.

The local government of North Sumatra has an active role in promoting and supporting the development of the fertilizer industry. They provide incentives and facilities to fertilizer companies to invest in this area, such as ease of permits, infrastructure support, and assistance in market development. This support creates a conducive environment for the growth of the fertilizer industry. North Sumatra has a fairly good infrastructure, such as ports and transportation networks that support the efficient distribution of fertilizers to various regions inside and outside the province. This provides logistical advantages and allows fertilizer companies to better reach the market (Badan Pusat Statistik, 2021).

Competition in the fertilizer industry will be tighter in the next few years, even so in meeting fertilizer needs for national plantations, PT. Saraswanti Group North Sumatra as a fertilizer producer in North Sumatra is part of Saraswanti Group realizing the construction of a fertilizer plant with a capacity of 80,000 tons/year. With this fertilizer capacity, Saraswanti Group is expected to meet fertilizer needs for some sugarcane, oil palm, and rubber plantations (Asosiasi Produsen Pupuk Indonesia, 2018).

The fertilizer industry faces fluctuations in fertilizer demand and prices, which can have an impact on job stability. Employees will face job uncertainty, including short-term employment contracts, job cuts, or labor cuts if the fertilizer market experiences instability. Employees at fertilizer companies may face obstacles in access to the education and training needed to develop their skills. A lack of opportunities to upskill can limit career progression and personal development.

In organizations there are people who work together, so automatically the organization cannot be separated from the "behavior" of people who carry out activities in the organization in achieving their goals (Syamsir, 2015). Organization is any form of alliance between two or more people who work together and are formally bound to achieve a predetermined goal in a bond that there are one/ several people called superiors and one / group of people called subordinates (Siagian, 2018).

A leader is essentially someone who can influence the behavior of others in his work by using power. Power is the ability to direct and influence subordinates in connection with tasks within the scope of their work. Leadership in English is called leadership which means being a leader power of leading; the qualities of leader. Which means the strength or quality of a person in leading and directing what he leads to achieve goals. In Indonesian leaders are called leaders, leaders, pioneers, builders, role models, guides, managers, movers, leaders, heads, guides, kings, elders, and so on. (The word leader means to guide, guide, direct, and walk ahead (precede) (Abdillah & Rahmat, 2017).

A vision is more than just an idea or a picture of a better future for the organization. The right vision is an idea full of power urging the start of the future by relying on abilities, skills, talents, and resources to make it happen. Personally, visionary humans can give birth to influential ideas and inspire creative people to make educational ideas a reality. Talented people and policy makers always want to be where there are actions and leaders of educational organizations that show them where they are headed, namely by providing a vision of a better tomorrow (Danim, 2015). Visionary leadership arises as a response to the statement that the only thing permanent is change requires leaders to have the ability to determine future direction through vision. Vision is an idealization of leaders' thinking about the future of the organization that is shared with stakeholders and is a key force for organizational change that creates a culture that is advanced and anticipatory to global



competition (Ma'sum, 2019).

Communication refers to actions, by one or more people, that send and receive messages that are distorted by noise, occur in a particular context, have a certain influence, and have an opportunity for feedback (DeVito, 2015). Communication is the delivery or reception of messages from one person to another, either directly or indirectly, in writing, oral, or nonverbal language. The person who communicates is called the communicator. People who are invited to communicate are called communicants and people who can communicate effectively are called communicative. A communicative person is a person who can convey information or messages to others either directly or indirectly, in writing, verbally, or in nonverbal language so that others can receive information following the expectations of the informer.

Organizational Culture is a system of shared meanings shared by members that distinguishes an organization from other organizations. This system of shared meaning, when observed more closely, is a set of key characteristics valued by an organization (Robbins & Judge, 2019). Organizational commitment is an important behavioral dimension that can be used to assess an employee's propensity to stay as a member of the organization. Organizational commitment is the identification and involvement of a person who is relatively strong with the organization. Organizational commitment is the desire of organizational members to maintain their membership in the organization and are willing to strive hard for the achievement of organizational goals (Mowday in Sopiah, 2018). Performance is generally understood as a record of output results in the function of the position or all its work activities in a certain period. From the explanation above, this research aims to know, analyze, and examine the influence of visionary leadership, communication, and organizational culture on employee commitment and its implications on employee performance at PT. Saraswanti Group North Sumatra.

## METHODS

The methods used in this study are descriptive research methods and verification research methods. By using the research method, a significant relationship between the variables studied will be known so that conclusions will clarify the picture of the object under study. The verification method with a quantitative approach is a method that aims to describe whether or not the facts are true and explain the relationship between the variables investigated by collecting data, processing, analyzing, and interpreting data in statistical hypothesis testing.

This research was conducted at PT. Saraswati Anugerah Makmur, Mabar, North Sumatra and PT. Anugerah Pupuk Lestari, Deli Serdang North Sumatra. The field of research conducted in this study is the field of management, especially human resource management in the context of employee performance. The methods to be used in this study are the explanatory survey method and descriptive method, which is a method that will connect or relate between variables test the variables studied, and describe the variables studied.

Research data sources are sources where the data needed for research can be obtained either directly related to the object of research (primary data source) or indirectly related to the object of research (secondary data source).

According to data obtained from the recapitulation of the number of employees at PT. Saraswati Anugerah Makmur, Mabar, North Sumatra and PT. Anugerah Pupuk Lestari, Deli Serdang North Sumatra totaled 622 people. The sample technique method used in this study is stratified random sampling or Stratified Random Sampling, in this case, employees of PT. Saraswati Anugerah Makmur, Mabar, North Sumatra and PT. Anugerah Pupuk Lestari, Deli Serdang North Sumatra totaled 243 people.



## RESULTS AND DISCUSSION

The research was carried out using research instruments in the form of delivering questionnaires to respondents consisting of 5 variables, namely Visionary Leadership, Communication, Organizational Culture, Employee Commitment, and Employee Performance. The questionnaire was distributed to 243 respondents. Furthermore, before further analysis, testing of instrument tests was carried out, namely validity, reliability, and normality tests on the data from the respondents.

The delivery of research results that answer descriptive problems to the five variables studied is to display the calculation results. the results can be seen in the following table:

**Table 1. Recapitulation of Visionary Leadership Variable Dimensions (X1)**

Were	Dimension	Mean	Category	Mean	Category
X1	Visualizing	3.728	Good	3,401	Good enough
	Futuristic Thingking	3.578	Good		
	Showing Foresight	3.424	Good		
	Proactive Planning	3.562	Good		
	Creative Thinking	3.395	Good enough		
	Taking Risk	3,056	Good enough		
	Process Alignment	3.463	Good		
	Coaliting Building	3,385	Good enough		
	Continuous Learning	3.284	Good enough		
	Embracing Change	3.138	Good enough		

Source: Processed data (2023)

Based on respondents' perceptions, the assessment of visionary leadership at PT. Saraswanti Group North Sumatra has been perceived well as a leader figure who has a clear picture of what is to be achieved and determines when it should and will be achieved, but the perception of the visionary leader is considered not good from the aspect of risk-taking who is worried about failure.

**Table 2. Recapitulation of Communication variable dimensions**

Variable	Dimension	Mean	Category	Mean	Category
X2	Messenger Strategies	3.573	Good	3,382	Good enough
	Message	3.431	Good		
	Media	3,300	Good enough		
	Communication	3.265	Good enough		
	Effect	3.150	Good enough		

Source: Processed data (2023)

Based on respondents' perceptions, the assessment of communication in the work environment of PT. Saraswanti Group North Sumatra has been perceived well from the aspect of communicator strategy, meaning an approach that is tailored to the context and purpose of communication, and considers who to address.



**Table 3. Recapitulation of Organizational Culture Variable Dimensions (X3)**

Variable	Dimension	Mean	Category	Mean	Category
X3	Family Culture	3.594	Good	3.395	Good enough
	Creative Culture	3.222	Enough		
	Competitive Culture	3.337	Enough		
	Control Culture	3.425	Good		

Source: Processed data (2023)

Based on respondents' perceptions of organizational culture in the work environment of PT. Saraswanti Group North Sumatra has been perceived well from the aspect of family culture, meaning that the company has had patterns, values, and practices that emphasize a sense of unity, cooperation, and support between employees within the company. A family culture creates a warm, inclusive, and mutually supportive atmosphere in the workplace.

**Table 4. Correlation Coefficient between Free Variables Correlations**

Visionary Leadership		Communication	Organizational Culture
Visionary Leadership	Pearson Correlation	1	.332**
	Sig. (2-tailed)		0.004
	N	243	243
Communication	Pearson Correlation	.332**	1
	Sig. (2-tailed)	0.004	0.028
	N	243	243
Organizational Culture	Pearson Correlation	.251**	.302**
	Sig. (2-tailed)	0.000	0.028
	N	243	243

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Processed data (2023)

In Table 4 above, it can be seen that the largest correlation coefficient value is the correlation coefficient between visionary leadership variables and communication with a correlation value of 0.332. The amount of the correlation value falls into the medium category, so it can be ascertained that the correlation between the two independent variables is sufficient and will contribute to employee commitment. Then the second largest correlation value is the correlation between Communication and Organizational Culture with a correlation value of 0.302 or 30.2%. Next which is the smallest correlation among the three research variables is the correlation between visionary leadership variables and organizational culture with a correlation value of 0.251 or 25.1%.



**Table 5. Results of Measurement Model Analysis Visionary leadership variables**

Dimension	Factor Loading	T-value	R2	Error
Visualizing	0.846	10.556	0.425	0.291
Futuristic Thingking	0.831	10.534	0.273	0.290
Showing Foresight	0.652	9.663	0.363	0.355
Proactive Planning	0.658	9.497	0.369	0.264
Creative Thingking	0.648	10.165	0.433	0.204
Taking Risk	0.602	9.933	0.255	0.364
Process Alignment	0.653	10.104	0.300	0.208
Coaliting Building	0.623	10.389	0.305	0.250
Continuous Learning	0.607	9.916	0.199	0.204
Embracing	0.605	10.427	0.186	0.260

Source: Results of LISREL Program data processing (2023)

Based on the comparison of the ten dimensions contained in the visionary leadership variable, it also appears that there are factors that are not optimal or tend to be said to be still weak because they have the smallest loading factor value, namely the risk-taking dimension. With a loading factor value of 0.602. This also indicates that the risk-taking dimension is still not optimal for forming visionary leadership.

**Table 6. Results of Communication Variable Measurement Model Analysis**

Dimension	Factor Loading	T-value	R2	Error
Messenger Strategies	0.772	8.257	0.210	0.297
Message	0.763	10.295	0.303	0.204
Media	0.709	8.997	0.317	0.384
Communication	0.658	10.54	0.503	0.163
Effect	0.551	10.25	0.597	0.300

Source: Results of LISREL Program data processing (2023)

Based on the comparison of the five dimensions contained in the communication variable, it also appears that there are factors that are not optimal or tend to be said to be still weak because they have the smallest loading factor value, namely in the effect dimension, with a loading factor value of 0.551. This also indicates that the dimension of the effect or impact felt as a result of the communication process is still not optimal to form smooth communication in the company.

**Table 7. Results of Analysis of Organizational Culture Variable Measurement Model**

Dimension	Factor Loading	T-value	R2	Error
Family Culture	0.760	8.506	0.578	0.262
Creative Culture	0.636	9.733	0.491	0.154
Competitive Culture	0.701	9.073	0.500	0.283
Control Culture	0.707	9.206	0.405	0.410

Source: Results of LISREL Program data processing (2023)

Based on the comparison of the four dimensions contained in the organizational culture variable, it also appears that there are factors that are not optimal or tend to be said to be still weak because they have the smallest loading factor value, namely in the creative culture dimension with a loading factor value of 0.636. This also indicates that the creative culture dimension has not optimally formed or characterized the organizational culture in the company.



**Table 8. Results of Analysis of Employee Commitment Variable Measurement Model**

Dimension	Factor Loading	T-value	R2	Error
Affective Commitment	0.805	10.354	0.442	0.253
Continuous Commitment	0.765	7.741	0.585	0.342
Normative Commitment	0.665	9.314	0.255	0.338

Source: Results of LISREL Program data processing (2023)

Based on the comparison of the three dimensions contained in the employee commitment variable, it also appears that there are factors that are not optimal or tend to be said to be still weak because they have the smallest loading factor value, namely in the normative commitment dimension with a loading factor value of 0.665. This also indicates that the normative commitment dimension has not optimally formed or become the main characteristic of employee commitment in the company.

**Table 9. Results of Analysis of Employee Performance Variable Measurement Model**

Dimension	Factor Loading	T-value	R2	Error
Work Results	0.821	4.881	0.348	0.293
Work Behavior	0.806	5.266	0.649	0.324
Personal Nature	0.690	9.685	0.674	0.349

Source: Results of LISREL Program data processing (2023)

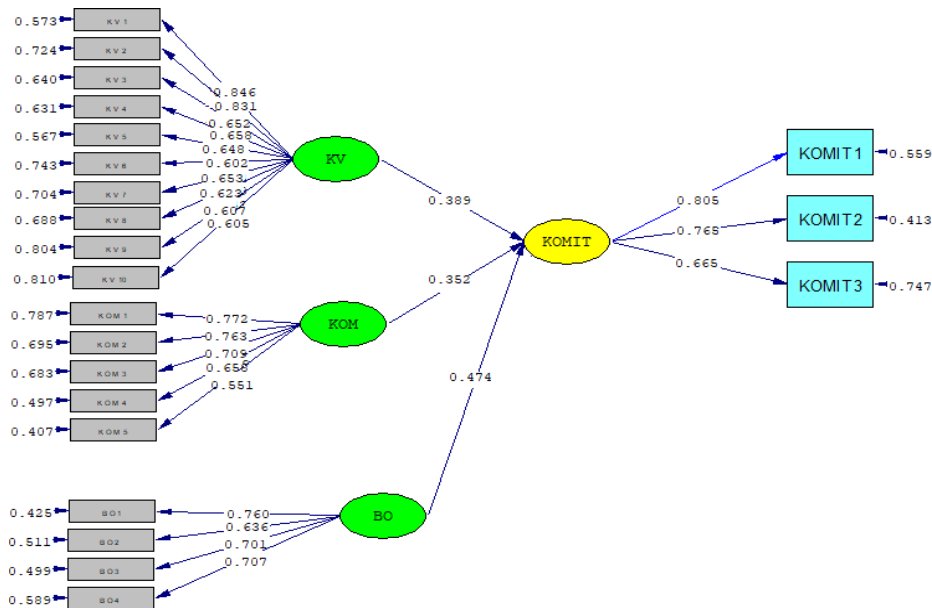
Based on the comparison of the three dimensions contained in the employee performance variable, it also appears that there are factors that are not optimal or tend to be said to be still weak because they have the smallest loading factor value, namely in the personal nature dimension with a loading factor value of 0.690. This also indicates that the personal trait dimension has not optimally formed or become the main characteristic of employee performance in the company.

**Table 10. Results of Variable Measurement Model Analysis**

GOF Size	Condition	Estimation	Test Results
Statistic Chi Square ( $\chi^2$ )	<3.00	150.517	Marginal Fit
P-Value	>0.05	0.00	Marginal Fit
Goodness of fit index (GFI)	>0.90	0.953	Good Fit
Root mean square of approximation (RMSEA)	<0.08	0.074	Good Fit
Tucker Lewis Index (TLI)	>0.90	0.932	Good Fit
Adjusted Goodness of Fit Index (AGFI)	>0.90	0.968	Good Fit
Comparative Fit Index (CFI)	>0.90	0.961	Good Fit
Parsimonious Goodness of Fit (PGFI)	>0.5	0.620	Good Fit
Parsimonious Normed of Fit (PNFI)	>0.5	0.618	Good Fit

Source: Results of LISREL Program data processing (2023)

The values of the relationship coefficients of all variables in each structural model formed show the influence of these variables on other variables. The relationship coefficient that shows the influence of the independent variable on the dependent is expressed by the gamma coefficient, while the relationship coefficient of the dependent variable to other independent variables is expressed by the beta value. Based on the results above, the hypothesis proposed has been tested and declared acceptable. The following is the structural model for substructure 1 as presented in the figure below:



**Figure 1. Relationship Structure of All Research Variables**  
 Source: Results of LISREL Program data processing (2023)

Based on the results of calculations that have been done, show that employee commitment variables are influenced by visionary leadership, communication, and organizational culture both simultaneously and partially. Referring to the results of the correlation value and path coefficient obtained using Lisrel, it can be seen that the magnitude of the influence of visionary leadership, communication, and organizational culture on employee commitment is 0.7842 or 78.42% of current employee commitment, influenced by three independent variables, namely visionary leadership, communication, and organizational culture.

**Table 11. Direct and Indirect Effect of the FreeVariable on the Dependent Variable**

Variable	Direct Influence	Indirect Influence			Total	Total Influence
		X1	X2	X3		
Visionary Leadership	15,13 %		4,55%	4,63%	9,17%	24,31%
Communication	12,39 %	4,55%		5,04%	9,58%	21,98%
Organizational Culture	22,47 %	4,63%	5,04%		9,67%	31,13%
<b>Total influence x to y</b>						<b>78,42%</b>

Source: Processed data (2023)

The calculation of the coefficient of determination (R<sup>2</sup>) expressed as a percentage, shows the magnitude of the influence of all independent variables consisting of Visionary Leadership (X<sub>1</sub>), Communication (X<sub>2</sub>), and Organizational Culture (X<sub>3</sub>) on Employee Commitment (Y) is 78.42%, while the influence of other factors that are not studied but can affect employee commitment is 21.58%.





**Table 12. Results of the Visionary Leadership Partial Hypothesis Test on Employee Commitment**

Structural	Coefficient Line	t-count	T-table	Conclusion
$\gamma_1$	0.389	6.502	1.9699	Ho rejected, that there is a significant influence of Visionary Leadership on Commitment Officer

Source: Processed data (2023)

In the table, it can be seen that the t-count value is 6.502 > t-table is 1.9699, then Ho is rejected or Ha is accepted, so it can be concluded that the Visionary Leadership Variable has a positive and significant effect on Employee Commitment.

**Table 13. Results of the Partial Hypothesis Test of Communication on Employee Commitment**

Structural	Path Coefficient	t-count	t-table	Conclusion
$\gamma_2$	0.352	4.423	1.9699	Ho rejected, that there is a significant influence of Communication on Commitment Official

Source: Processed data (2023)

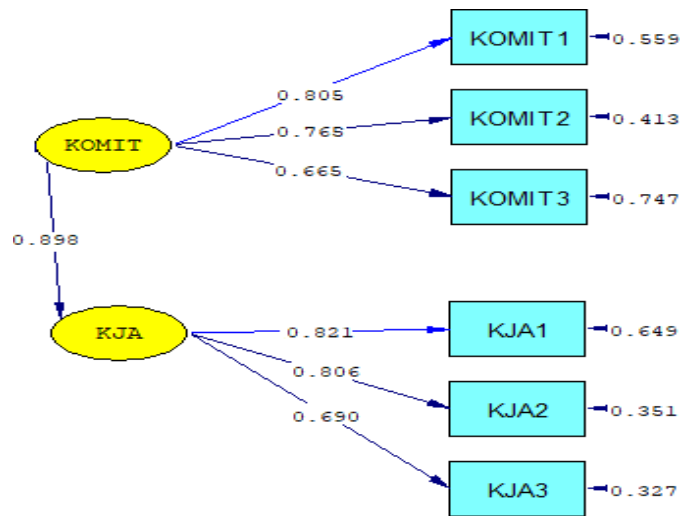
In the table, it can be seen that the t-count value is 4.423 > t-table is 1.9699, then Ho is rejected or Ha is accepted, so it can be concluded that the Communication Variable has a positive and significant effect on Employee Commitment.

**Table 14. Results of the Partial Hypothesis Test of Organizational Culture on Employee Commitment**

Structural	Coefficient Line	t-count	t-table	Conclusion
$\gamma_3$	0.474	3.627	1.9699	Ho rejected, that there is a significant influence of Organizational Culture on Commitment to Official

Source: Processed data (2023)

In the table, it can be seen that the t-count value is 3.627 > t-table is 1.9699, then Ho is rejected or Ha is accepted, so it can be concluded that the Organizational Culture Variable has a positive and significant effect on Employee Commitment



**Figure 2. Employee Commitment Line Coefficient to Employee Performance**  
 Source: Results of LISREL Program data processing (2023)

The calculation results obtained show that Employee Performance Variables are influenced by Employee Commitment. Based on the correlation value and path coefficient obtained from the calculation results with Lisrel 8.8, it can be known the magnitude of the influence of employee commitment on employee performance as follows.

**Table 15. The Effect of Employee Commitment Variables on Employee Performance**

Description	Total
Path Coefficient	0.898
R2	0,806
Error	0,093

Source: Processed data (2023)

Based on the table above, the influence of the Employee Commitment variable on performance is 0.806 or 80.6%, while other influences outside the variables that are not studied in the model are 0.194 or 19.4%. The results of the calculation of the total influence of the variable Employee Commitment on Employee Performance are included in the very strong criteria.

**Table 16. Results of the Partial Hypothesis Test of Employee Commitment to Employee Performance**

Structural	Path Coefficient	t-count	t-table	Conclusion
$\beta_1$	0.898	5.108	1.9699	Ho rejected, there is a significant effect of Employee Commitment to Performance Official

Source: Processed data (2023)



Test the Hypothesis of the Employee Commitment Variable to Employee Performance obtained a t-count value of 5.108 > t table of 1.9699 then Ho was rejected or Ha was accepted, so it can be concluded that the Employee Commitment Variable has a positive and significant effect on Employee Performance.

This research model shows that the test results are following expectations and HR Management theory which is the basis for thinking with the study of the influence of Visionary Leadership, Communication and Organizational Culture on Employee Commitment and its Implications for Employee Performance.

**Table 17. Model Conformity Test Results**

Relationships Between Variables	Pra-estimate	Post estimationn	Conformity
Visionary Leadership to Employee Commitment	+	+	Appropriate
Communication to Employee Commitment	+	+	Appropriate
Organizational Culture to Employee Commitment	+	+	Appropriate
Employee Commitment to Employee Performance	+	+	Appropriate

Source: Processed data (2023)

### CONCLUSION

The variables of visionary leadership, communication, and organizational culture simultaneously have a positive and significant influence on the commitment of PT. Saraswanti Group North Sumatra. That is, if visionary leadership, communication, and organizational culture improve simultaneously, it will affect increased employee commitment. The variables of visionary leadership, communication, and organizational culture partially have a positive and significant effect on the commitment of PT employees. Saraswanti Group North Sumatra. That is if each of the variables of visionary leadership, communication, and organizational culture is partially increased, then it will have a partial effect on increasing employee commitment. The variable of Employee Commitment has a positive and significant effect on the performance of PT. Saraswanti Group North Sumatra. That is, if employee commitment increases or gets better, then employee performance will also increase or get better. This is following the opinions of experts who state that if employee commitment is better in a company, the better the employee's performance will be.

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