

RESOLUTION OF EMPLOYEE PERFORMANCE: THE INFLUENCE OF ORGANIZATIONAL CULTURE AND COMPETENCY WITH TRANSFORMATIONAL LEADERSHIP STYLE AS MEDIATION

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Abstract

The research aims to analyze the influence of organizational culture and competence on employee performance through transformational leadership style as a mediating variable at PT Swabina Gatra. The type of research used in this research is quantitative research. The sampling technique used in this research was non-probability sampling with saturated samples. The population and sample in this research were 150 employees. The results of this study show that organizational culture has a positive and significant influence on employee performance, competence does not have a positive and significant influence on employee performance, organizational culture has a positive and significant influence on transformational leadership style, competence does not have a positive and significant influence on leadership style transformation, and transformational leadership style have a positive and significant influence on employee performance, while the indirect influence of organizational culture on performance through transformational leadership style shows full mediation because the indirect influence is greater than the direct influence of organizational culture, and for the indirect influence of competence on employee performance through a transformational leadership style shows partial mediation because the direct influence is greater. Therefore, it is necessary to pay attention to the transformational leadership style to influence organizational culture by maintaining consistency and carrying out company commitments well, while the opportunities to increase competency given to employees are sufficient and need to be maintained fairly.

Keywords : *Organizational Culture; Competency; Transformational Leadership Style; Employee Performance*

INTRODUCTION

Human resources are the main assets that play a role in utilizing all existing economic resources in an organization (Wijaya et al., 2021). Human resources must be managed optimally to achieve organizational goals (Aburayya et al., 2020). Apart from that, qualified human resources are also expected to be able to determine the organization's vision and mission clearly, be able to read the direction of globalization and translate it into various strategies to accelerate the achievement of organizational goals (Abu Ghazaleh & Zabadi, 2019). Purba et al., (2020) stated that HR empowerment can be done through delegation of authority (granting authority), so that it is hoped that HR will be more flexible, effective, innovative, creative, have a high work ethic, which in the end will increase organizational productivity and develop human resources. This is none other than achieving a strong organizational culture (Adiele & Abraham, 2013).

PT Swabina Gatra is a company operating in the field of employment services in Gresik, East Java. This private company was founded in 1989 starting with a cleaning service business that served the needs of the parent company, namely PT Semen Indonesia (Persero) Tbk. Over time the company began to develop into a labor management and contracting company to serve companies outside PT Semen Indonesia (Persero) Tbk. The company maintains excellent quality service, to date PT Swabina Gatra has been trusted by various companies from various types of industry with a total of 5,000 employees spread throughout Indonesia. As a manifestation that the company is serious about running its business, it has obtained several certificates including ISO 9001: 2015, ISO 140001, ISO 45001 and SMK3.

In the last three (3) years, namely 2019 to 2021, there has been a phenomenon of less than optimal employee performance, as can be seen from a very significant decline in company performance. This can be seen from the trend of decreasing revenue achievement. The 2019 RKAP (Company Work Plan and Budget) was IDR 389,146,720,000 while the realization achieved was IDR 520,328,787 or 134%. The 2020 RKAP was set at the same value, namely IDR 389,146,720,000, while the realization achieved was IDR 394,192,296,000 or 101%. This results in analysis and evaluation by management regarding the obstacles and causes of the decline in RKAP target achievement. Because there were several obstacles in the business and the RKAP target should have been achieved 100%, in 2021 management lowered the target to RKAP IDR 366,203,783,000 and the realization

was only achieved at IDR 341,217,870.00 or 93%. This results in analysis and evaluation by management regarding the obstacles and reasons for not achieving the RKAP target which is caused by temporary suspicions that employee performance is not optimal.

Research presented by Al Farooque et al., (2019) states that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the objectives of the organization concerned legally, without violating law and in accordance with norms and ethics. Employee performance is a measure of an organization's success in achieving its mission and completing tasks or work, a person must have a certain level of ability.

Achieving optimal performance is closely related to several factors, including the organizational culture that has been implemented in each company, as stated by Al-Adwan et al., (2022) who said that organizational culture is related to how employees prepare the characteristics of an organization's culture, not whether they like the culture or not. This means that culture is a descriptive term. And another phenomenon that occurs which influences performance at PT Swabina Gatra is thought to be the influence of organizational culture which is not linear with existing performance.

The organizational culture that exists at PT Swabina Gatra is quite good, as can be seen from employee meetings held between units that are scheduled, the Standard Operating System has been set by management and has been implemented well, the personnel rules that have been mutually agreed upon have also been implemented, as well as the attendance system. , leave and dispensation have also been ordered and implemented by all employees, and employees working in the field have used Personal Protective Equipment (PPE) when working in high risk positions.

Previous research regarding the influence of organizational culture on employee performance showed mixed results. The research results of Fauchil et al., (2020) conclude that organizational culture has a positive and significant effect on employee performance. There are differences in the results of previous research conducted by Arianto, (2018) who said that organizational culture has no effect on performance, as well as the research results of Nopiyanti & Muttaqin, (2020) who said that Organizational Culture has no significant effect on Employee Performance through Employee Motivation.

Apart from the organizational culture applied at PT Swabina Gatra, the phenomenon that occurs is that the competence of existing employees is less than optimal. This can be seen

from the employee competency data provided by PT Swabina Gatra's Human Resources and General Affairs, in general starting from employee training, certified experts, and customer service capabilities that are inadequate. Research conducted by Hermingsih & Purwanti, (2020) states that hard skill competency has a positive and significant effect on student performance. This is different from previous research by Assaad et al., (2020) which said that competency does not have a significant effect on employee performance.

It can also be assumed that the leadership style applied by PT Swabina Gatra management has no influence on employee performance so that the RKAP (Company Work Plan and Budget) targets cannot be achieved as can be seen from the decreasing trend in revenue achievement. This is in accordance with previous research by Ismaini & Gunawan, (2019), transformational leadership and organizational culture do not have a significant effect on employee performance. Likewise, previous research conducted by Khan & Khan, (2019), Transformational Leadership does not have a significant effect on employee performance. In this research, transformational leadership is seen from Charismatic leadership, Intellectual motivation, and Individualized consideration.

In this research, what is interesting is that employee performance which is less than optimal is not linear with the phenomenon of organizational culture which has been implemented well, while competence is also still not optimal, but the transformational leadership style has shown better things, whereas in previous research most of the problems were linear with performance results and less attention to mediating variables. The aim of this research is to analyze the influence of organizational culture and competency on transformational leadership style and to determine the influence of organizational culture and competency on employee performance through transformational leadership style as a mediating variable at PT Swabina Gatra.

METHODS

The research uses a quantitative approach with an explanatory type. The research was conducted at PT Swabina Gatra Gresik during July - December 2023. Researchers determined that the target population was the permanent staff of PT Swabina Gatra Gresik, totaling 150 people. So that all members of the population are used as research samples. Data collection techniques use questionnaires. Meanwhile, the tool used for analysis is Structural Equation Modeling (SEM)- Partial Least Square (PLS). Data analysis

uses classical assumptions, which is then tested on the outer model and inner model and at the end uses hypothesis testing.

RESULTS

1. Evaluation of the Measurement Model Test or Outer Model

Based on the results of the PLS analysis in the PLS Algorithm for validity and reliability testing, the model determination coefficient and path coefficient for the equation model have been shown based on the output results of the SmartPLS PLS Algorithm, which can be observed in Figure 1.

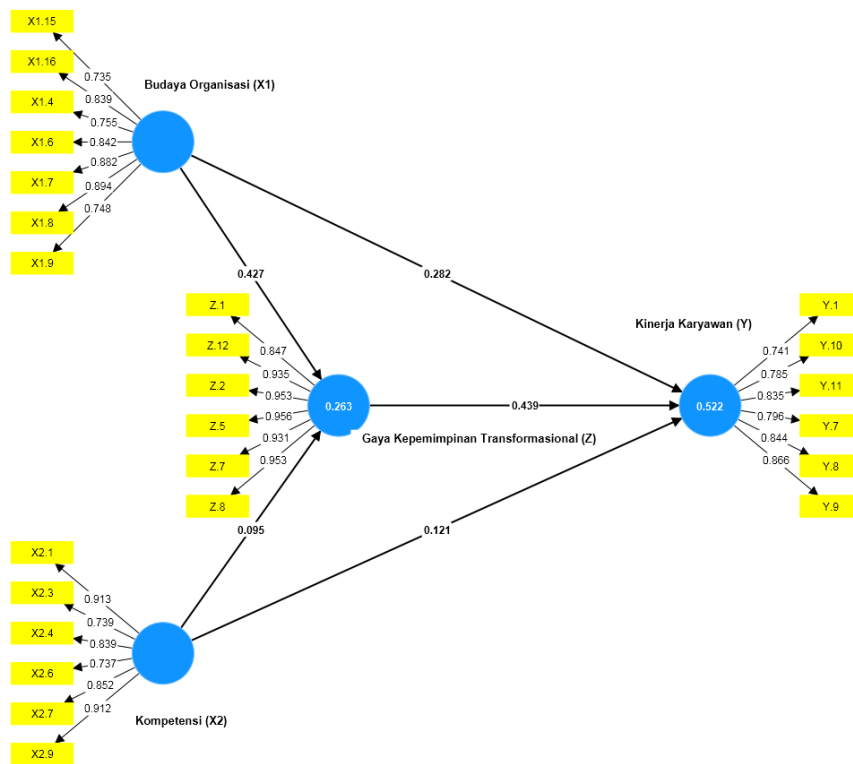


Figure 1. Outer Model Test Results

2. Convergent Validity Test Results

Below are attached the results of the outer loading values for each indicator of the research variable:

Table 1. Outer Loading Convergent Validity

Variable	Organizational culture	Transformational Leadership Style	Employee performance	Competence
X1.4	0.755			
X1.6	0.842			
X1.7	0.882			
X1.8	0.894			
X1.9	0.748			
X1.15	0.735			
X1.16	0.839			
X2.1				0.913
X2.3				0.739
X2.4				0.839
X2.6				0.737
X2.7				0.852
X2.9				0.912
Y.1			0.741	
Y.7			0.796	
Y.8			0.844	
Y.9			0.866	
Y.10			0.785	
Y.11			0.835	
Z.1		0.847		
Z.2		0.953		
Z.5		0.956		
Z.7		0.931		
Z.8		0.953		
Z.12		0.935		

The results of the convergent validity test on the variables Organizational Culture, Competency, Transformational Leadership Style and Employee Performance using the reflective measurement model obtained a loading factor value for the indicators of more than 0.700 so that the indicators for the variables met convergent validity (Ghozali & Latan, 2020). The results of the analysis above show that there are no variable indicators that have an outer loading value of <0.5 . So that the indicators can be declared valid for research and further analysis can be carried out.

3. Discriminant Validity Test Results (Discriminant Validity)

Table 2 below shows the cross loading value of each indicator:

Table 2. Cross Loading Discriminant Validity

Variable	Organizational culture	Transformational Leadership Style	Employee performance	Competence
X1.4	0.755	0.247	0.324	0.643
X1.6	0.842	0.492	0.611	0.776
X1.7	0.882	0.473	0.584	0.843
X1.8	0.894	0.472	0.549	0.693
X1.9	0.748	0.262	0.367	0.693
X1.15	0.735	0.352	0.360	0.616
X1.16	0.839	0.488	0.555	0.721
X2.1	0.802	0.486	0.605	0.913
X2.3	0.659	0.244	0.323	0.739
X2.4	0.691	0.352	0.445	0.839
X2.6	0.720	0.285	0.387	0.737
X2.7	0.688	0.428	0.451	0.852
X2.9	0.827	0.472	0.576	0.912
Y.1	0.770	0.405	0.741	0.723
Y.7	0.724	0.521	0.796	0.670
Y.8	0.320	0.553	0.844	0.289
Y.9	0.316	0.553	0.866	0.274
Y.10	0.326	0.502	0.785	0.316
Y.11	0.332	0.590	0.835	0.344
Z.1	0.556	0.847	0.600	0.516
Z.2	0.452	0.953	0.599	0.416
Z.5	0.457	0.956	0.606	0.431
Z.7	0.458	0.931	0.582	0.413
Z.8	0.456	0.953	0.617	0.426
Z.12	0.455	0.935	0.553	0.404

Based on the data display in Table 2, it can be seen that each research variable indicator has the largest cross loading value on the variable it forms compared to the cross loading value on other variables. Based on the results obtained, it can be said that the indicators used in the following research already have good Discriminant Validity Test Cross Loading values in compiling their respective variables.

Furthermore, apart from being able to observe the cross loading value, discriminant validity can also be determined through another method, namely observing the Average Variant Extracted (AVE) value which can be seen in table 3.

Table 3. Average Variance Extracted (AVE) Value

Variable	Average variance extracted (AVE)
Organizational culture	0.666
Competence	0.697
Transformational Leadership Style	0.865
Employee performance	0.660

Based on the data in Table 3, it can be seen that each research variable has an Average Variance Extracted (AVE) value greater than 0.50. Thus, it can be stated that each variable has a good discriminant validity value. So that further research can be carried out.

4. Reliability Test Results (Composite Reliability)

Below is presented the composite reliability value of each variable used in the research as follows:

Table 4. Composite Reliability and Cronbach's Alpha

Variable	Composite Reliability	Cronbach's alpha
Organizational culture	0.939	0.917
Competence	0.942	0.913
Transformational Leadership Style	0.969	0.968
Employee performance	0.904	0.898

Based on the data display in Table 4, it can be seen that the composite reliability value for all research variables is > 0.7 . Based on Table 4, it can also be seen that the Cronbach alpha value for each research variable is > 0.7 . So based on this, the results of the following research show that each research variable has met the Cronbach's alpha value requirements, in the end a conclusion can be made that all variables have a high level of reliability.

5. Structural Model or Inner Model Test Results

Based on the description of these results, it shows that all variables in this model have path coefficients with positive numbers. This shows that the greater the path coefficient value of an exogenous variable on the endogenous variable, the stronger the influence of the exogenous variables on the endogenous variable. The categorization of the Path Coefficient Test is seen if the test value is more than 0.67 then it is in the Good category, if

the result is 0.33 - 0.67 it is in the Medium category and if the result is 0.19 - 0.33 it is in the Weak category.

Table 5. Path Coefficients Results

Construct	Original Sample	Information
Organizational Culture -> Employee Performance	0.282	Weak
Competency -> Employee Performance	0.121	Weak
Organizational Culture -> Transformational Leadership Style	0.427	Currently
Competency -> Transformational Leadership Style	0.095	Good
Transformational Leadership Style -> Employee Performance	0.439	Currently

In the path coefficient results that have results in the good category is the influence of the relationship between Competency and Transformational Leadership Style and in the medium category is the relationship between Organizational Culture and Transformational Leadership Style and the relationship between Transformational Leadership Style and Employee Performance. Meanwhile, those with a weak result category are the relationship between Organizational Culture and Employee Performance and the relationship between Competence and Employee Performance.

6. Model Goodness of Fit Result Test

Based on data processing that has been carried out in Smartpls 4.0. The R-Square value obtained is as follows:

Table 6. R-Square Value

Variable	R-square
Employee performance	0.522
Transformational Leadership Style	0.263

Based on the picture above, it can be seen that the value for the Employee Performance variable is 0.522. This states that the presentation for Employee Performance is 52.2%. Meanwhile, the value for the Transformational Leadership Style variable is 0.263. This states that the presentation for Transformational Leadership Style is 26.3%. The goodness of fit assessment is observed from the Q-Square value. The Q-Square value is equivalent to the coefficient determination (R-Square) in regression analysis, where the higher the Q-Square, the better it can be said. The results of calculating the Q-Square value are:

$$Q\text{-Square} = 1 - [(1 - R21) \times (1 - R22)]$$

$$\begin{aligned}
 &= 1 - [(1-0,522) \times (1 - 0,263)] \\
 &= 1 - (0,478 \times 0,737) \\
 &= 1 - 0,352286 \\
 &= 0,647714
 \end{aligned}$$

Based on the calculation results above, the Q-Square value is 0.647714, meaning that it shows the large diversity of research data that can be influenced by the research model, namely 64.77%. Meanwhile, the remaining 35.23% was explained by other factors outside the research model. The R-Square value of Employee Performance is 0.522 more than the R-Square value of Transformational Leadership Style of 0.263, so it is stated that this model is acceptable.

7. Direct and Indirect Effect Test Results

In hypothesis testing, it can be observed based on t-statistical values and probability values. For hypothesis testing, namely through the use of statistical values so that for alpha 5% the t-statistical value used is 1.96. What makes the criteria for accepting or rejecting a hypothesis is that Ha is accepted and H0 is rejected when the t-statistic is > 1.96. To reject or accept a hypothesis, probability is used so that Ha is accepted if the P value is <0.05. The table below is the results of hypothesis testing obtained in the following research using the inner model.

Table 6. T-Statistics and P-Value

HP	Variable	Original Sample	T-Statistic	P Values
1	Organizational Culture -> Employee Performance	0.282	2.365	0.018
2	Competency -> Employee Performance	0.121	1.019	0.308
3	Organizational Culture -> Transformational Leadership Style	0.427	3.421	0.001
4	Competency -> Transformational Leadership Style	0.095	0.776	0.438
5	Transformational Leadership Style -> Employee Performance	0.439	5.388	0.000
6	Organizational Culture -> Transformational Leadership Style -> Employee Performance	0.188	2.774	0.006
7	Competency -> Transformational Leadership Style -> Employee Performance	0.042	0.750	0.453

DISCUSSION

1. Organizational Culture on Employee Performance

Organizational Culture on Employee Performance has a value of 0.282. The t statistical value is more than the t table ($t_{stat} > 1.960$), namely 2.365 and the P-Values value is 0.018, less than 0.05, so it is stated that Organizational Culture has a positive and significant influence on Employee Performance, meaning that the better the Organizational Culture, the more significant the Organizational Culture will be. good employee performance. These results indicate that the hypothesis is accepted. Respondents' results for the Organizational Culture Variable above, obtained a total mean of 2.91 with the criteria of quite agreeing, while the mean for each indicator was divided into the lowest average, namely 2.05 with the criterion of disagreeing that employees must work strategically to achieve goals. Meanwhile, the highest average is 3.31 with the criteria of quite agreeing that employees are able to work together in a team. From these results it can be seen that the employees at PT. Swabina Gatra Gresik is serious in carrying out work both individually and as a team. Apart from that, it is hoped that employees of PT. Swabina Gatra further improves systematic work planning by changing strategic work patterns and implementing plans that have been prepared.

The results of this research are supported by research by Dyahjatmayanti, (2018) explaining that organizational culture has a positive and significant influence on employee performance. If the organizational culture is strong, members in the organization consider rules no longer as binding obligations, but as a necessity. Another research by (Ismaini & Gunawan, 2019) states that organizational culture has a positive and significant effect on employee performance. Meanwhile, in contrast to research conducted by Irawan et al., (2015), it shows that organizational culture does not have a significant effect on employee performance.

2. Competence on Employee Performance

The influence of Competency on Employee Performance resulted in an original sample value of 0.121, a positive value below zero, a T statistic of 1.019. This result shows that the t statistic value is less than the t table ($t_{stat} < 1.960$) and the P-values are 0.308, a value more than 0.05, so it is stated that Competency does not have a significant influence on Employee Performance, meaning that the better the Competency will not have a significant influence on the better the Employee Performance. These results indicate that the

hypothesis is rejected. The results of the Competency Variable Respondents above, obtained a total mean result of 2.9 with the criterion of quite agreeing, while the mean for each indicator is divided into the lowest average, namely 2.54 with the criterion of disagreeing that employees carry out the work they are given in a trustworthy manner. Meanwhile, the highest average is 3.52 with the criteria being very, quite agree that employees have an interest in developing their careers. Research shows that employees of PT. Swabina Gatra has sufficient interest in developing her career, meaning that employees are not only in the same condition at all times and have the desire to develop. PT employees. Swabina Gatra is expected to have more responsibility and feel an obligation to the work given, and be able to complete the work according to the set time limit.

The same research results presented by Agyabeng-Mensah et al., (2020) explain that competence has a positive and significant effect on employee performance. Increasing employee competency is a very important factor in supporting activities in the field to improve employee performance. Other research conducted by (Yasin, 2020) suggests that competence has a positive and significant effect on employee performance. Employees who are able to apply good competencies will improve their performance as well. This is different from opinion, research (Pariesti & Christa, 2022) states that competence does not have a significant effect on employee performance.

3. Organizational Culture Against Transformational Leadership Style

The influence of Organizational Culture on Transformational Leadership Style obtained an Original value of 0.427 which is positive because it is above zero and below one, the t statistic value of 3.421 is more than the t table ($t_{stat} > 1.960$) and the P-value is 0.001 less than 0.05 so it is declared Culture The organization has a positive and significant influence on the Transformational Leadership Style, meaning that the better the Organizational Culture will have a significant influence on the better the Transformational Leadership Style. These results indicate that the hypothesis is accepted. Respondent Results Organizational Culture Variables that need to be considered have a mean of 2.05 with the criterion of not agreeing that employees must work strategically to achieve goals. Meanwhile, the highest average is 3.31 with the criteria being quite agreeable that employees are able to work together in teams. Supported by research by Dyahjatmayanti, (2018) shows that organizational culture has a positive and significant effect on transformational leadership style. It is hoped that PT Swabina Gatra's top management will

continue to maintain and motivate employees so that employees can easily provide creative ideas to the company.

Other supporting research was stated by Sulaiman & Ismail, (2020) that organizational culture has a positive and significant influence on transformational leadership style. Contrary to the research above, other research by Febrianti et al., (2018) explains that organizational culture has no influence on transformational leadership style.

4. Competencies for Transformational Leadership Style

The influence of Competency on Transformational Leadership Style obtained by the original sample value of 0.095 is positive because the value is above zero and below one, T statistic 0.776. These results show that the t statistical value is less than the t table ($t_{stat} > 1.960$) and the P-Values is 0.438, the value is more than 0.05, so it is stated that Competence does not have a positive and significant influence on Transformational Leadership Style, meaning that the better Competency does not have a significant influence on the better the Transformational Leadership Style. These results indicate that the hypothesis is rejected. Respondent Results The Competency Variable that needs to be considered is the lowest mean, namely 2.76, with the criteria being quite agreeable, namely that employees are willing to participate in all activities. Research shows that employees lack interest in self-development activities, and it is hoped that in the coming period all employees will be forced to participate in the entire series of company activities, especially for self-development, by being given strict rules.

The results of this research are in line with research (Kuncoro et al., 2021) which suggests that competence has a positive and significant influence on transformational leadership style. Other research by Wanarti et al., (2016) explains that competence has a positive and significant effect on transformational leadership style. The better the transformational leadership, the higher the employee competency will be, conversely, if the transformational leadership is lower, the employee competency will also be poorer (decrease). Previous research by Arifin et al., (2018) shows that competence influences transformational leadership style.

5. Transformational Leadership Style on Employee Performance

The influence of the Transformational Leadership Style on Employee Performance obtained from the original sample result of 0.439 is positive because the value is above zero and below one, T statistic 5.388. These results show that the t statistic value is more than

the t table ($t_{stat} < 1.960$) and the P-Values are 0.000, less than 0.05. So it is stated that the Transformational Leadership Style has a significant influence on Employee Performance, meaning that the better the Transformational Leadership Style will have a significant influence on the better Employee Performance. These results indicate that the hypothesis is accepted. Results of Respondents for the Transformational Leadership Style Variable above, Based on data from table 4.7. Above the results of the Transformational Leadership Style Variable Respondents above, the total mean result was 3.33 with the criteria quite agree, while the mean for each indicator was divided into the lowest average, namely 3.58 with the criterion quite agree that the Leader is a Role Model (role model). employee. Meanwhile, the highest average was 3.74 with the criteria agreeing that leaders encourage employees to always be innovative.

The policies and strategies owned by the leadership are very good and the leadership is expected to maintain a well-formed leadership style and always provide motivation to employees to achieve maximum company goals. The results of this research are the same as research conducted by Rivaldo, (2021) who explained that the transformational leadership style has a positive and significant influence on employee performance. If the leader has good transformational leadership, performance will increase. Other research by (Firdaus et al., 2022) shows that transformational leadership style has a positive and significant effect on employee performance. Meanwhile, this differs from the research of Arifin et al., (2018) which explains that transformational leadership style has no effect on employee performance.

6. Organizational Culture on Employee Performance Through the Mediation of Transformational Leadership Style

The influence of organizational culture on employee performance through the transformational leadership style showed a T statistic of 2,774 and a P-value of 0.006. The P-value was less than 0.05 and the t statistic value was more than the t table ($t_{stat} > 1.960$), so there was a significant influence. So it is stated that Organizational Culture has a significant influence on Employee Performance through the Organizational Transformational Leadership Style. The better the Organizational Culture will have a significant influence on the better the Transformational Leadership Style. These results indicate that the hypothesis is accepted. If we look at the T-statistic value of the direct influence of H1, which is 2.365, which is smaller than the T-statistic value of H6, which is

the indirect influence of 2.774, then it can be interpreted that there is a full mediation influence.

The results of the Respondents for the Employee Performance Variable above, obtained a total mean result of 3.67, with the criteria agreeing, while the mean for each indicator is divided into the lowest average, namely 3.01, with the criterion quite agreeing, namely Quick response to new tasks given. Meanwhile, the highest average is 3.86 with the criteria agreeing that mastering the field of work that the employee is currently doing. Research that is in line is by Heriswanto, (2018) and Alfian, (2019) in this research explaining that there is an indirect influence between organizational culture on employee performance. Apart from that, there is research by Dyahjatmayanti, (2018) stating that organizational culture does not have a significant direct effect on the relationship with employee performance.

7. Competence on Employee Performance as a Mediator for Transformational Leadership Style

The influence of competency on employee performance through the transformational leadership style obtained T statistics of 2.257 and P-values of 0.750. The P-values are more than 0.05 and the statistical t value is less than the t table ($t_{start} < 1.960$), then it has no influence. So it is stated that Competency has no influence on Employee Performance through the Transformational Leadership Style. The better the Competency will not have a significant effect on the better the Transformational Leadership Style. These results indicate that the hypothesis is rejected. If we look at the T-statistic value of the direct influence of H1 which is 1.019 which is greater than the T-statistic value of H7 which is the indirect influence of 0.750, then it can be interpreted that there is a partial mediation effect and it is even better if a direct influence is carried out.

The results of the Respondents for the Employee Performance Variable above, obtained a total mean result of 3.67, with the criteria agreeing, while the mean for each indicator is divided into the lowest average, namely 3.01, with the criterion quite agreeing, namely Quick response to new tasks given. Meanwhile, the highest average is 3.86 with the criteria agreeing that mastering the field of work that the employee is currently doing. This is supported by research which has an indirect relationship between competency and employee performance with a transformational leadership style including by Halim et al., (2020) and (Anisa, 2023) in this research it is explained that there is an indirect influence

between competency and employee performance. with a transformational leadership style. Apart from that, contrary to other research conducted by Nurjanah et al., (2020), it is clear that competency does not have a direct influence on employee performance.

CONCLUSION

Based on the results of the analysis described above, the following conclusions can be drawn:

1. Organizational culture has a significant effect on employee performance
2. Competency does not have a significant influence on employee performance
3. Organizational culture has a significant influence on Transformational Leadership Style
4. Competence does not have a positive and significant influence on Transformational Leadership Style
5. Transformational Leadership Style has a significant influence on Employee Performance
6. Organizational culture has a significant influence on employee performance through the organizational transformational leadership style in full mediation
7. Competence has an influence on Employee Performance through partial Transformational Leadership Style, which should be done directly without mediation

This research suggestion is expected to employees of PT. Swabina Gatra further improves systematic work planning by changing strategic work patterns and implementing plans that have been prepared.

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