



The Influence of Transformational Leadership, Organizational Culture and Work Competence on Employee Performance at PT Kesuma Jakarta

Febriano Nizalul Fajar¹, Maswanto², Hasanah³

Universitas Muhammadiyah Jakarta

Corresponding Author: Febriano Nizalul Fajar: febrianofajar19@gmail.com

ARTICLE INFO

Keywords: Transformational Leadership, Organizational Culture, Work Competence, Employee Performance

Received : 25 , February

Revised : 20, March

Accepted: 24, April

©2025 Fajar, Hasanah): This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

The purpose of this study was to investigate and assess organizational culture, competency, and transformational leadership's influence on employee performance at PT. Kesuma Jakarta in part and simultaneously. All 82 of the study's participants were regular employees of PT Kesuma Jakarta. The data analysis technique used was multiple regression analysis. The results of the study show that transformational leadership has a positive and significant impact on employee performance. Organizational culture has a positive and significant impact on employee performance. Employee Competence has a good and significant impact on performance. When combined, transformational leadership, organizational culture, and competency have a favorable and significant impact on employee performance. The degree to which organizational culture, competency, and transformational leadership impact employee performance is indicated by the (R²) of 0.801, or 80.1%. 19.9% is determined by additional factors not included in this study.

INTRODUCTION

Human resources play a crucial strategic role in an organization's or company's competitiveness in the commercial sector. A company or organization must be able to effectively generate and process its resources in order to accomplish its objectives if it hopes to survive and prosper in this environment. Employees are the human resources that a business or organization truly requires. Because they possess the skills, enthusiasm, and inventiveness that the business needs to accomplish its objectives, employees are a valuable asset to the organization.

Businesses that are unable to compete and have low staff performance are greatly impacted by changes in the business environment, whether they be technological, political, or economic. A company's ability to successfully manage its human resources has a significant impact on how well it accomplishes its objectives. Every business will constantly work to raise employee performance in the hopes that its objectives will be met.

Data collected in 2019 showed a tendency toward falling employee performance, with a score of 85.4. The following year, there was a decline in employee honesty. The following year saw a drop in the quality of work, which was 81.2 in 2019. The following year had a drop in employee cooperation, which was 85 in 2019. Service orientation was 82 in 2019, and the next year saw a drop in employee service orientation. In 2019, employee behavior was 80, and the next year, it decreased.

The result of work that an individual or group of individuals within an organization can complete in accordance with their respective authorities and responsibilities in an attempt to lawfully accomplish the organization's goals without breaking any laws and in compliance with standards and ethics is known as performance, according to Muis et al. (2018). Human resources are the most crucial element in attaining high performance; even carefully thought-out and planned strategies will be ineffective if the people executing them lack the requisite abilities and a strong work ethic (Arianty, 2015).

Employee performance can be impacted by a number of factors, such as competency, corporate culture, and transformational leadership. According to Locke, leadership that challenges the existing quo is known as transformational leadership. Because transformational leadership genuinely aims to guide the organization toward an unprecedented goal, it is genuinely regarded as true leadership. In reality, leaders need to be able to steer the company in a different path (Yukl, 2010) in (Rivai, 2020). It is thought that transformational leadership produces better results in organizations that are undergoing regeneration and transition.

It is anticipated that the leadership exhibited by a transformational leader will motivate followers to strive for the best possible outcomes. It is crucial for management to have a positive company culture. Organizational culture has a direct impact on personnel who carry out the production process, even though it does not itself carry it out in a corporation. Therefore, in order to improve employee performance, efforts should be taken to establish a positive and supportive workplace culture. Employee competence is the ability to behave in a way that satisfies job requirements and organizational policies, which will ultimately result in the intended outcomes.

LITERATURE REVIEW

Performance, according to Sastrohadiwiryo (2019), is the level of performance attained by an employee while completing the duties and job assigned to him. According to Rivai (2013, p. 67), the terms "job performance" and "actual performance" (a person's work performance or actual accomplishment) are the origins of the phrase "performance." Performance is defined as the quantity and quality of work that an employee accomplishes while doing his duties in line with the responsibilities assigned to him.

According to this definition, an employee's performance is determined by the caliber and volume of work they accomplish in line with their individual tasks and obligations. A number of actions need to be taken in order to establish successful performance management. These include: 1) establishing a clear objective in accordance with the organization's expectations; 2) providing employees with performance information; 3) identifying areas of success and development requirements; and 4) recording employee performance records (Mathis and Jackson, 2011: 232).

Leadership, according to Emron Edison (2016, p. 93), is the manner in which a leader acts and/or persuades his followers to accomplish particular objectives. If a leader can effectively manage his organization and persuade his subordinates to cooperate in accomplishing the company's objectives, then the leader can be considered effective. Through the clarification of responsibilities and job requirements, transformational leadership combines or inspires followers toward predetermined goals.

According to Luthan (2013, p. 285), transformational leadership is a leadership approach that develops, conveys, and exemplifies an organizational vision while motivating followers to work harder so that the team or organization as a whole will perform better in order to realize the vision. Because transformational leadership genuinely aims to guide the organization toward an unprecedented goal, it is genuinely regarded as true leadership. John M. Ivancevich states that transformative leadership has three traits (2006, p.196). Specifically, charismatic leaders are able to express a vision and engender a sense of worth, respect, and pride. 2) Individual Attention: In order to help followers develop individually, leaders attend to their needs and offer worthwhile projects.

3) Intellectual Stimulation: Leaders encourage people to reconsider how they rationally assess circumstances. He exhorts his followers to use their imagination.

corporate culture is a set of values that the organization has gained and developed, as well as the habits and fundamental beliefs of its founders. These are formulated into norms that serve as instructions for thinking and doing in order to accomplish corporate objectives. "Organizational culture is a system of shared meaning held by members that sets the organization apart from other organizations," according to Robbins and Judge (2013, p. 512). A system of common meaning that sets an organization apart from others is called its organizational culture. In Sudarmanto (2018), Osborne & Plastrick state that p.

Goals, incentive and reward systems, accountability systems, power structures, administrative systems, external environments, history and traditions, management and practice, leadership and employee predispositions, and more are some of the many intricate components that make up an organization (168). Stephen P. Robbin (in Wibowo, 2012, p. 27) categorizes organizational culture into four types: 1) Networked Culture: in this form, the organization views its members as both friends and family at work. 2) Mercenary Culture: under this culture, the company prioritizes its objectives. 3) A fragmented culture is one in which the organization's members are all individualistic. 4) Communal Culture: this kind of organization values both performance and friendship.

Dessler (20016, p. 408) defines competence as an individual's knowledge, skills, abilities, or personal traits that have a direct impact on job performance. The fundamental skills and performance requirements needed to finish a task or maintain a position are referred to as competence. In contrast, competence is a quality that underpins a person in relation to the effectiveness of individual performance in their work or the fundamental traits of an individual that have a causal relationship or as a cause and effect with the criteria used as a reference, such as being effective or performing exceptionally well or superiorly in the workplace or in particular situations, according to Spencer (2011, p. 188). Three categories of competency can be distinguished, according to Sudarmanto (2009, p. 122): 1) Individual competence is a conglomeration of various fundamental competence attributes, including knowledge (Knowledge), skills, expertise (Skill), motivation (Motive), inherent (Self-Control), and character (Traits). 2) Group competence, which is the sum of individual competences within a team or work unit that, when used as a whole, creates a synergistic strength used to perform certain tasks. 3) Organizational competence, or the synergistic advantages that an organization possesses and uses to successfully accomplish its objectives.

The hypothesis formulation is as follows:

Since a hypothesis is only a short-term solution to the research difficulties, the research challenges are typically formulated as question sentences. Because the response is based solely on pertinent theories and not yet on empirical facts gathered through data collecting, it is referred to as transitory. Therefore, the hypothesis, which is not yet an empirical answer, can also be expressed as a theoretical response to the phrasing of research problems.

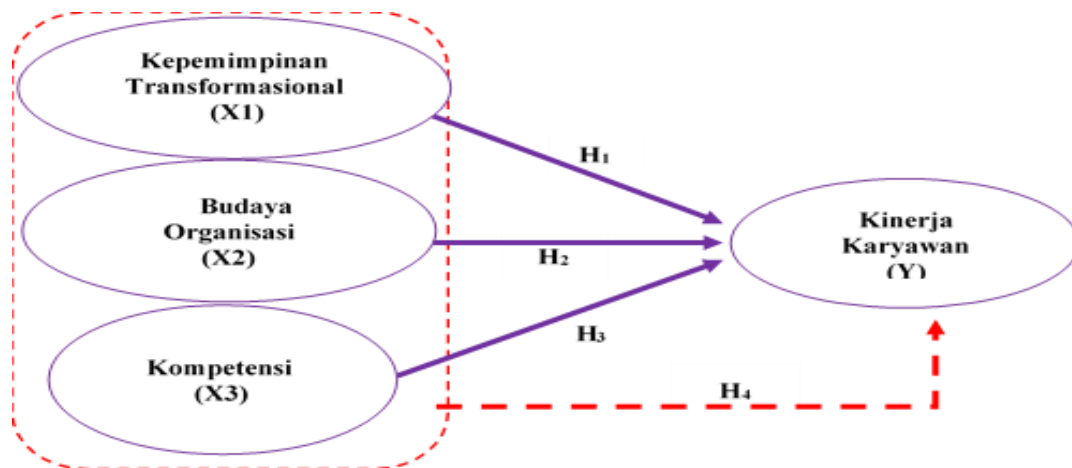


Figure 1. Conceptual Framework

Based on the picture above, the hypothesis proposed in this study is as follows:

- There is an influence of transformational leadership on the performance of employees of PT. Kesuma Jakarta.
- There is an influence of organizational culture on the performance of employees of PT. Kesuma Jakarta.
- There is an influence of competence on the performance of employees of PT. Kesuma Jakarta.
- There is an influence of transformational leadership, organizational culture and competence together on the performance of employees of PT. Kesuma Jakarta.

METHODOLOGY

An associative method combined with a quantitative approach is used in this work. Both primary and secondary data sources were employed in this investigation. The dissemination of a set of statements or questions in the form of a questionnaire, either online via the Google Form Platform or offline by giving respondents questionnaires directly, is the direct source of primary data. Researchers use books, websites, and scientific journals pertaining to this topic to gather secondary data.

The 82 employees of PT Kesuma are the study's target population. All members of the population are employed as samples in this saturated sampling technique, which is based on probability sampling. A questionnaire is used in this study's data gathering method to ensure data accuracy and research findings. Multiple linear regression analysis was employed in this study, and SPSS (Statistical Product and Service Solution) Version 24 was used for data analysis.

Data quality testing (validity and reliability testing), traditional assumption testing (normality, multicollinearity, and heteroscedasticity testing), data analysis techniques (multiple linear regression analysis, determination coefficient analysis (R²)), and hypothesis testing (t-test and F-test) are the steps conducted in the data analysis process.

Dependent Variable (Y)

Sugiyono (2019:69) states that the terms output variable, criterion, and consequences are frequently used to refer to dependent variables. It is frequently called a bound variable in Indonesian. The variable that is affected by or the outcome of the independent variable is known as the bound variable. Employee performance serves as the study's bound variable. Gibson states in Kasmir (2015:182) that individual performance is the foundation of organizational performance and is significantly impacted by individual traits, motivation, expectations, and management evaluations of the attainment of individual job outcomes. Three dimensions—work results with indications of work quality, work quantity, efficiency, and effectiveness—are used in this study to measure employee performance. the aspect of performance behavior that includes measures of accuracy and initiative. the aspect of character that includes traits like honesty, inventiveness, and leadership.

Independent Variable (X)

According to Sugiyono (2019: 69) Independent variables are often referred to as free variables, free variables are variables that influence or cause changes or the emergence of dependent variables (bound). There are three independent variables in this study, namely:

1. Transformational Leadership (X1)

Veithzal Rivai (2013, p. 3) states that leadership is a behavior with a specific purpose to achieve a common goal. In this study, transformational leadership is measured using 4 dimensions, namely the idealized influence dimension with indicators of employee respect, trust, and can be a role model. The inspirational motivation dimension with indicators of motivator, goal setting. The intellectual stimulation dimension with indicators of creative ideas, problem solvers. The individualized consideration dimension with indicators of career development, creating a work environment, relationships with subordinates.

2. Organizational Culture (X2)

According to Robbins and Judge (2013, p.512) "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. Organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations". In this study, the measurement of organizational culture using 6 dimensions. Dimensions of innovation and risk taking with indicators of encouragement to innovate, encouragement to take on challenges. Dimensions of attention and detail with indicators of employees working carefully, tasks given in detail. Dimensions of results orientation with indicators of being required to work hard, being required to be of higher quality. Dimensions of people orientation with indicators of having the right to develop, equal rights in a career. Dimensions of team orientation with indicators of mutual respect, Teamwork. Dimensions of aggressiveness with indicators of competing with each other, working quickly and efficiently.

3. Work Competency (X3)

Dessler (20017, p. 408) defines competence as an individual's knowledge, skills, abilities, or personal traits that have a direct impact on job performance. The fundamental skills and performance requirements needed to finish a task or maintain a position are referred to as competence. Three dimensions are used in this study to measure organizational culture. Attitude component with measures of communicating information, showing respect for colleagues, and assisting other employees. Knowledge dimension with measures of task completion, problem-solving skills, and understanding of company work standards. The skill dimension includes measures of work standard expertise, task completion, and initiative.

RESEARCH RESULT

The Influence of Transformational Leadership on Employee Performance.

Employee performance is positively and significantly impacted by transformational leadership, as seen by the t-value exceeding the t-table ($2,534 > 1.98$). Furthermore, the sig. value is 0.013; if the sig. value is less than 0.05 or 0.013 < 0.05 , then H_a is accepted and H_o is denied, indicating that transformational leadership significantly and favorably affects employee performance. H_1 – "Transformational Leadership Affects Employee Performance" – is therefore approved. Transformational leaders create social relationships and participate in voluntary work behavior by highlighting the value of theory, promoting a shared vision, and connecting employee self-concept to this vision. This encourages their subordinates to follow suit.

The Influence of Organizational Culture on Employee Performance.

The t-value ($3.928 > 1.98$), which is more than the t-table, shows that the organizational culture variable has a positive and significant impact on employee performance. The 0.000 sig. score, which is less than 0.05 or $0.000 < 0.05$, indicates that organizational culture has a positive and significant impact on employee performance at PT. Kesuma Jakarta. Thus, "Organizational Culture Affects Employee Performance" (H2) is thought to be true. Strong corporate cultures increase employee engagement, motivate workers, and bring the workforce together around common goals, all of which increase productivity and reduce turnover.

The Influence of Work Competence on Employee Performance.

Employee performance is positively and significantly impacted by the job competency variable, as indicated by the t-value being higher than the t-table ($3.351 > 1.98$). Additionally, the sig. value is known to be 0.001. H_0 is rejected while H_a is accepted if the sig. value is less than 0.05 or $0.001 < 0.05$, suggesting that Employee performance at PT. Kesuma Jakarta is positively and strongly impacted by competence. Thus, "Competence Affects Employee Performance" (H3) is widely accepted. This illustrates how high competence can have an impact on improving employee performance. If people have more information, understanding, and abilities in their line of work, their performance will improve more.

The The Influence of Transformational Leadership, Organizational Culture and Competence on Employee Performance.

Employee performance is positively and significantly impacted by the job competency variable, as indicated by the t-value being higher than the t-table ($3.351 > 1.98$). Additionally, the sig. value is known to be 0.001. H_0 is rejected while H_a is accepted if the sig. value is less than 0.05 or $0.001 < 0.05$, suggesting that Employee performance at PT. Kesuma Jakarta is positively and strongly impacted by competence. Thus, "Competence Affects Employee Performance" (H3) is widely accepted. This illustrates how high competence can have an impact on improving employee performance. If people have more information, understanding, and abilities in their line of work, their performance will improve more.

DISCUSSION

The purpose of this study is to prove "The Influence of Transformational Leadership, Organizational Culture and Work Competence on Employee Performance at PT Kesuma Jakarta". Based on data analysis, the following conclusions can be drawn:

1. It is proven that transformational leadership has a positive and significant effect on employee performance at PT, Kesuma Jakarta, especially reflected by the ideal influence dimension,
2. It is proven that organizational culture has a positive and significant effect on employee performance at PT. Kesuma Jakarta, especially reflected by the attention and detail dimensions.
3. It is proven that competence has a positive and significant effect on employee performance at PT. Kesuma Jakarta, which is mainly reflected by the knowledge dimension.
4. It is proven that transformational leadership, organizational culture and competence together have a positive and significant effect on employee performance at PT Kesuma Jakarta. And the R Square value obtained was 0.801, which means that 80.1% of employee performance is influenced by transformational leadership, organizational culture and competence. The remaining 19.9% is influenced by other variables not observed in this study, such as work discipline, compensation, and other variables.

CONCLUSIONS AND RECOMMENDATIONS

The researcher acknowledges that there are still issues that need to be resolved and that this study has not yet attained perfection. The following should be taken into account for upcoming studies on employee performance:

1. Leadership that is transformational

Regarding transformational leadership, it is anticipated that leaders will be able to offer a transformational leadership style since it can inspire workers and boost output. Additionally, a transformational leadership style can benefit PT. Kesuma Jakarta.

2. Culture of the Organization

Positive aspects of the company's organizational culture must be maintained, and work results and performance direction must be closely monitored. This is done in an effort to improve or boost the performance of PT. Kesuma Jakarta's staff.

3. Proficiency in Work

Regarding work competence, the organization needs to raise the standard of work skills and the manner employees do tasks. This is done to ensure that PT. Kesuma Jakarta staff members continue to perform better.

REFERENCES

Arianty, N. (2015). Pengaruh Kepemimpinan Terhadap Kinerja Karyawan. *Jurnal Manajemen Tools*, 5(1), 1–16.

Arikunto, Suharsimi. 2013. *Prosedur Penelitian, suatu pendekatan praktik*. Jakarta: Rieneka cipta.

Asbari, M., Purwanto, A., & Santoso, P. B. (2020). Pengaruh Iklim Organisasi dan Kepemimpinan Transformasional Terhadap Produktivitas Kerja pada Industri Manufaktur di Pati Jawa Tengah. *Jurnal Produktivitas: jurnal Ekonomi Universitas Muhammadiyah Pontianak*, 7(1).

Avolio, B. J. 2011. *Full leadership development: Bullding the vital forces tm organizations*. Thousand Oaks, CA: Sage.

Bahrul Ullum Mustofa. 2016. Pengaruh Kompetensi, Gaya Kepemimpinan Partisipatif dan Budaya Organisasi Terhadap Kinerja Karyawan PT.Surya Segara Surabaya. *Jurnal Ilmu Manajemen* Vol. 4 No. 4.

Dessler, Gary. 2017. *Human Resource Management*. England: Pearson Education Limited, Inc.

Edison, Emron, dkk. 2016. *Manajemen Sumber Daya Manusia*. Alfabeta. Bandung.
Edison, Emron. Yohny Anwar, Imas Komariyah. 2016. *Manajemen Sumber Daya Manusia*. Bandung: Alfabeta.

Elgis Yani Plamularso. 2018. Pengaruh Kompetensi Terhadap Kinerja Karyawan CV Inaura Anugrah Jakarta. *Jurnal Widya Cipta* Vol. II No. 1

Filliks Duwit. 2015. Pengaruh Kompetensi, Komunikasi, Kecerdasan Emosional dan Budaya Organisasi Terhadap Kinerja Karyawan Pemerintahan Kabupaten Raja Ampat. *Jurnal EMBA* Vol. 3 No. 4

Ghozali, Imam. 2011. *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.

Hatta, Iha Haryani & Widarto Rachbini. 2015. Budaya Organisasi, Insentif, Kepuasan Kerja, Dan Kinerja Karyawan Pada Pt Avrist Assurance. *Jurnal Manajemen*, Vol. 12, No. 01.

Ilman Ataunur. 2015. Pengaruh kompetensi dan Pelatihan Terhadap Kinerja Karyawan PT Adaro Energy Tbk. *Jurnal Telaah Bisnis* Vol. 16 No. 2

Ivancevich, John M. 2006. *Perilaku dan Manajemen Organisasi*, Edisi ke-7 Jakarta : Erlangga.

- Luthans, Fred. 2011. *Organizational Behavior 12th Ed.* New York: McGraw-Hill.
- Mangkunegara, A. A. Anwar Prabu. 2016. *Manajemen Sumber Daya Manusia Perusahaan*, PT. Remaja Rosdakarya, Bandung.
- Mathis, R. L., & Jackson, J. 2011. *Human Resource Management: Essential Perspectives*. Cengage Learning.
- Moeheriono. 2012. *Pengukur Kinerja Berbasis Kompetensi*. Jakarta: PT Raja Grafindo Persada.
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 1(1), 925.
- Nurdin, Ismail, dan Sri Hartati. 2019. *Metodologi Penelitian Sosial*. Surabaya: Media Sahabat Cendikia.
- Putra, I. M., and I. B. Surya. "Peran Mediasi Kepuasan Kerja Pada Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Toyota AUTO 2000 Denpasar. *E-Jurnal Manajemen*, 9(2), 405-425.
- Rina dan Aditya. 2017. Pengaruh Kompetensi, Budaya Organisasi dan Motivasi Terhadap Kinerja Dosen Perguruan Tinggi Swasta Kota Makassar. *Jurnal Riset XIX* Vol. 3 No. 008
- Rivai, A. (2020). Pengaruh Kepemimpinan Transformasional dan Budaya Organisasi Terhadap Kinerja Karyawan. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(2), 213-223.
- Rivai, Veithzal, Bahtiar Dan Boy Rafli Amar. 2013. *Pemimpin Dan Kepemimpinan Dalam Organisasi*. Jakarta, PT Raja Grafindo Persada.
- Rivai, Veithzal, 2013. *Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktek*. Bandung : RajaGrafindo Persada.
- Robbins, S.P., dan Judge, T. 2013. *Organizational Behavior*, Fifteenth Edition, Prentice Hall.
- Robbins dan Judge. 2014. *Perilaku Organisasi. Edisi Dua Belas*. Jakarta Salemba Empat.
- Safaria. 2004 . *Keemimpinan Edisi Pertama*. Yogyakarta : Penerbit Graha Ilmu.

Sastrohadiwiryo, S. H. B. (2019). *Manajemen Tenaga Kerja Indonesia, Pendekatan Administrasi dan Operasional*. (D. M. Listianingsih, Ed.). Jakarta timur: Bumi Aksara.

Sudarmanto. 2009. *Kinerja dan Pengembangan Kompetensi SDM Teori, Dimensi dan Implementasi dalam organisasi*. Yogyakarta: Pustaka Pelajar.

Sudarmanto. 2018. *Kinerja dan Pengembangan Kompetensi Sumber Daya Manusia (Teori, Dimensi, Ukuran dan Impelementasi Organisasi)*. Cet. ke 4. Yogyakarta: Pustaka Pelajar.

Sugiyono. 2018. *Metode Penelitian Pendidikan Kualitatif, Kuantitatif, dan R&D*. Bandung: Alfabeta.

Sutrisno, Edi. 2009. *Manajemen Sumber Daya Manusia Edisi Pertama*. Jakarta: Kencana Prenada Media Group.

Veithzal Rivai, 2013, *Manajemen Sumber Daya Manusia* Rajagrafindo persada, Bandung.

Weerarathna, R.S. 2014. The Relationship Between Organisational Culture And Employee Perfomance: Case Of Sri Lanka. *International Jurnal Of Scientific & Engineering Research*, Vol.05, No.08.

Wibowo. 2013. *Perilaku dalam Organisasi*. Jakarta. Rajawali Press.

Wibowo. 2010. *Budaya Organisasi: Sebuah Kebutuhan Untuk Meningkatkan Kinerja Jangka Panjang*. Jakarta: Rajagrafindo Persada.

Yukl, Gary. 2010. *Kepemimpinan Dalam Organisasi. Edisi Kelima*. Jakarta: PT. Indeks.

Yuliana. 2017. Pengaruh Kompetensi dan Motivasi Kerja Terhadap Kinerja Karyawan PT Haluan Star Logistik. *Jurnal Ilmiah Manajemen Bisnis* Vol. 17 No. 2.

Zainal, Veithzal Rivai, Dkk. 2014. *Kepemimpinan dan Perilaku Organisasi*. Jakarta: Rajagrafindo Persada.