



Gema Wiralodra

Publication details, including instructions for authors and subscription information:
<https://gemawiralodra.unwir.ac.id>

	Gema WIRALODRA
	Editor-in-Chief: Yudhi Mahmud
	 Publisher: Universitas Wiralodra

The Influence of Organizational Culture and Leadership Style on Employee Performance Mediated by Employee Competence at PT. East Makassar

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To cite this article:

Irwan, I., Idris, R., Fajriah, Y., Wahyuningsih, Sri. (2024). The Influence of Organizational Culture and Leadership Style on Employee Performance Mediated by Employee Competence at PT. East Makassar. *Gema Wiralodra*, 15(3), 978 – 986.

To link to this article:

<https://gemawiralodra.unwir.ac.id/index.php/gemawiralodra/issue/view/27>

Published by:

Universitas Wiralodra

Jln. Ir. H. Juanda Km 3 Indramayu, West Java, Indonesia

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Abstract

This research aims to determine the direct influence of organizational culture variables, leadership style and employee competency on employee performance and the indirect influence of organizational culture variables and leadership style on employee performance with employee competency as mediation at PT. East Makassar. Primary data were obtained using a questionnaire with a saturated sample. The population was 43 respondents. The questionnaire was tested for validity and reliability with the PLS model scheme and model evaluation, as well as multicollinearity tests, inner model evaluations using the determinant coefficient test, goodness of fit model tests and hypothesis testing both directly and indirectly were carried out using the SmartPLS version 4 application. The results of the study directly showed that organizational culture variables have a positive and significant effect on employee performance, leadership style variables have no effect on employee performance, organizational culture variables have a positive and significant effect on employee competence, leadership style variables have no effect on employee competence and employee competence has a positive effect significant impact on employee performance. The research results indirectly show that organizational culture influences employee performance with employee competency as a mediator and leadership style does not influence employee performance with employee competency as a mediator.

Keywords: Organizational Culture, Leadership Style, Employee Competence, Employee Performance

1. Introduction

The success of an organization is highly dependent on employee performance, making them a very valuable asset for the company. Problems faced by employees can have a negative impact on overall organizational performance. Therefore, attention to employee problems and efforts to overcome the obstacles they face are very important to ensure organizational performance remains optimal and achieves set goals. Through human resources, organizations carry out various activities in order to achieve organizational goals, so organizations must be able to utilize human resources effectively and efficiently to improve organizational performance (Ariyani & Wibowo, 2023).

According to Wibowo (2016) in (Satriatama, 2020), Employee performance is determined by two factors consisting of internal factors and external factors. Internal factors include talent, ability, and will and effort. For this reason, the abilities and talents of each workforce need to be trained and developed well through human resource management. Organizational performance will be impacted if each individual has declining performance. (Alfathur Rachman et al., 2024). When evaluating a team's performance, there are several binding benchmarks, one of which is leadership style. George R. Terry and Sedarmayanti in (Kamal et al., 2019) explain "leadership is the overall activity of other people to influence the will of others to achieve common goals". The company always tries to provide the best in supporting efficient work for employees, because HR plays a role in the company. The most important factor that can influence the success of the leadership process can be seen from the

behavior of the leader concerned in controlling his subordinates within an organization (Nur Azijah et al., 2024).

Human Resources has a strategic role in determining the future of an organization. Quality employees are related to supporting the achievement of organizational goals. High employee competency shows the quality of an organization. Creating good performance is not easy because employee performance can be created if the variables that influence it are competence, organizational commitment and motivation (Ikhsan et al., 2019). Previous research conducted by (Angrainy et al., 2024) Research on culture and leadership style has a positive effect on organizational commitment and performance (Novalia et al., 2023). The performance of PUPR Jombang service employees is influenced by leadership style and organizational culture (Anandita et al., 2022). Research in Taiwan determines that corporate culture factors and internal changes influence company performance (Phillips et al., 2019). Employee evaluations that encourage continuous improvement can motivate employees and improve company performance (Pantoko et al., 2024). Research conducted in Arabia by (Alateeg & Alhamadi, 2024), organizational culture is related to innovation through leadership as a mediator. Competence is able to engage employees, foster innovation and address market dynamics. The goal is to optimize work capabilities and facilitate strategic decision making (Kim & Jung, 2022) . (Matei et al., 2024). Employee competency in increasing organizational commitment, where attitude is the biggest dimension in forming employee competency (Komariyah et al., 2023). Performance affects competence in employees of the Bukittinggi City Finance Agency (Candana et al., 2024).

As is known, every company always provides satisfactory service to consumers so it is necessary to handle problems within the company. The same is true for PT. East Makassar which operates in the field of providing services such as outsourcing. This decline in employee performance is based on an assessment of three indicators, namely employee work targets which for the past three years have been quite good, work behavior consisting of ethics and work ethic so far is still in the medium or quite good category, and work performance which has decreased. from the previous year. This problem is caused by the lack of balance between internal factors originating from the organizational culture within the company, apart from that the implementation of the leadership style that is applied is not optimal. Competencies obtained from training can be a solution to handling this problem, so to minimize this, the company is trying to direct employees to improve the quality SDM can be even better. Influence of organizational culture variables, leadership style and employee competency on employee performance and the indirect influence of organizational culture variables and leadership style with employee competency as mediation at PT. East Makassar. Based on the description above, the author is interested in conducting thesis research with the title "The Influence of Organizational Culture and Leadership Style on Employee Performance Mediated by Employee Competence at PT. East Makassar"

2. Method

The research design is a quantitative study that demonstrates the relationship between independent variables, namely organizational culture and leadership style, and employee performance, with employee competence as the mediated variable, at PT Makassar Timur. In scientific research, data collection techniques aim to obtain relevant, accurate, and reliable materials. A questionnaire is a data collection tool consisting of a series of written questions posed to respondents to obtain written answers. Here, the researcher expects respondents to answer truthfully. The researcher uses a Likert scale (1-4), where 1 indicates strongly disagree, and four indicates strongly agree. The scale is as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree. In this study, the sample was selected using the saturated census

sampling technique because the sample size was not too large. So that all employees at PT. East Makassar , namely 43 employees, were used as research samples.

This quantitative research at PT. East Makassar investigates the influence between organizational culture and leadership style, and employee performance, with employee competence as the mediated variable. The research employs a questionnaire with Likert scale responses (1-4) to gather accurate and reliable data. The sample, consisting of all 43 employees, follows the saturated census sampling technique for its representative nature. The study adopts *Structural Equation Modeling* (SEM) using Smart PLS for data analysis. SEM integrates factor and path analysis, allowing simultaneous examination of influence between independent and dependent variables with multiple indicators. This comprehensive approach aligns with the study's aim to provide a thorough understanding of the dynamics organizational culture and leadership style, and employee performance, with employee competence as the mediated variable PT. East Makassar.

The subjects of the study were employees of PT. East Makassar with a total of 43 respondents.

Table 1.

Respondent Information at PT. East Makassar.

Items	N = 43	Percentage
Gender	Male=32, Femele = 11	Male = 74,4% , Femele = 25,6%
Age	26-30years = 16, 31-35years = 17, >36 years = 10	26-30years = 37,2%, 31-35years = 39,5%, >36 years = 23,3%
Education Level	S1 = 38, S2 = 5	S1 = 88,4% , S2 = 11,6%

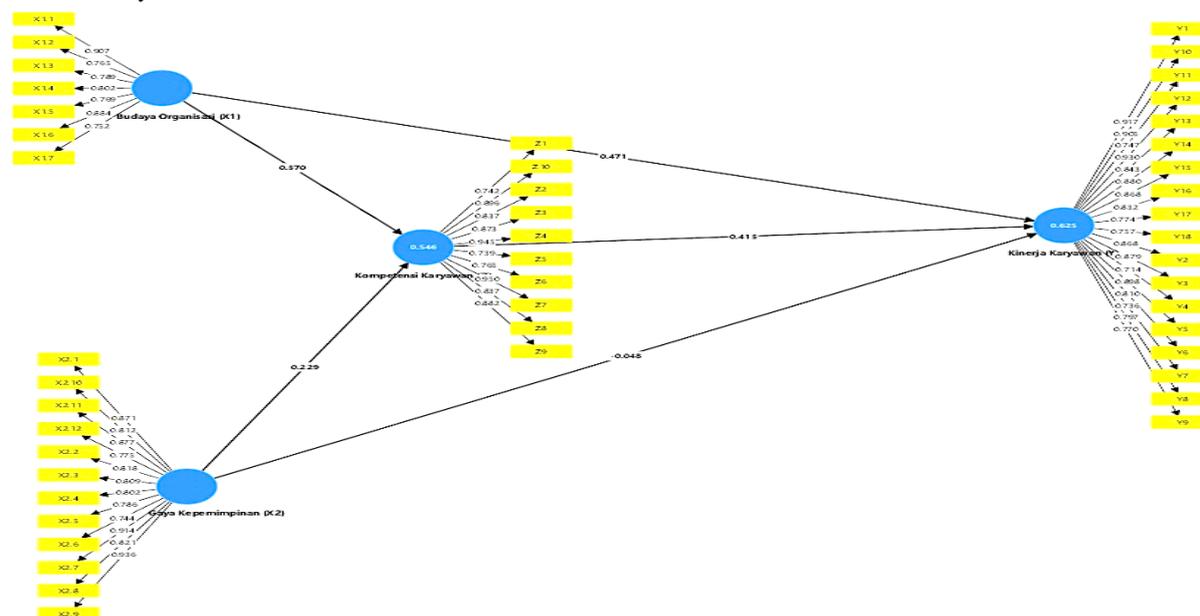
Table 2.

Construct Reliability and Validity

	Cronbach's Alpha	RHO_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture (X ₁)	0.913	0.891	0.921	0.659
Employee Competence (Z)	0.956	0.932	0.961	0.722
Leadership Style (X ₂)	0.959	0.910	0.963	0.693
Employee Performance (Y)	0.973	0.951	0.975	0.692

In the assessment of construct reliability and validity, it is essential to ensure that the measurement instruments used meet established criteria. As per Ghozali (2018), all variables in this study successfully fulfill the minimum requirements for cronbach's alpha test, composite reliability, and Average Variance Extracted (AVE). With all variables surpassing these thresholds, it can be confidently affirmed that the measurement instruments employed in this study are deemed reliable and validity for assessing the intended constructs. This robust foundation in measurement reliability and validity enhances the credibility of subsequent analyses and interpretations of the study's results.

Figure 1
 Path Analysis



Path Analysis

The external loading diagram depicted shows that all loading factor values exceed the specified requirements, consistently exceeding the threshold of 0.7. This indicates that each observed variable in the model effectively captures and reflects the corresponding latent construct, indicating a strong and reliable relationship between the measured indicator and the underlying construct. Meeting these criteria underscores the robustness of the measurement model, strengthening confidence in the validity and accuracy of the research results.

Table 3.

Path Analysis

	Sample (O)	t- Statistics	P Values	Significant Level
Organizational Culture (X1) -> Employee Performance (Y)	0.471	2.488	0.013	<i>Significant</i>
Leadership Style (X2) -> Employee Performance (Y)	-0.048	0.215	0.830	<i>Not Significant</i>
Organizational Culture (X1) -> Employee Competence (Z)	0.570	4.272	0.000	<i>Significant</i>
Leadership Style (X2) -> Employee Competence (Z)	0.229	1.104	0.270	<i>Not Significant</i>
Employee Competence (Z) -> Employee Performance (Y)	0.415	2.167	0.030	<i>Significant</i>

Source: Data processed with SmartPLS version 4 (2024)

Based on the table above, it can be seen that the t-statistic of the direct influence of organizational culture on employee performance is greater than 2.01, namely 2.488, with a significance level of less than 5% or 0.05, namely 0.013. The influence of leadership style on employee performance is smaller than 2.01, namely 0.215, with a significance level greater than 5%, namely 0.830. The direct influence of organizational culture on employee performance is greater than 2.01, namely 4.272, with a significance level of less than 5% or 0.05, namely 0.000. The direct influence of leadership style on employee competence is

smaller than 2.01, namely 1.104, with a significance level greater than 5% or 0.05, namely 0.270. The direct influence of employee competence on employee performance is greater than 2.01, namely 2.167, with a significance level of less than 5% or 0.05, namely 0.030.

Table 4.
Specific Indirect Effect

	Sample (O)	t- Statistics	P-Values	Significant
Organizational Culture (X ₁) -> Employee Competence (Z) -> EmployeePerformance (Y)	0.237	2.576	0.010	<i>Significant</i>
Leadership Style (X ₂) -> Employee Competence (Z) -> EmployeePerformance (Y)	0.095	0.633	0.527	<i>Non Significant</i>

Source: Data processed with SmartPLS version 4 (2024)

Test of the indirect influence between organizational culture and employee performance with t-statistic values is mediated by employee competence is greater than 2.01, namely 2.576, with a significance level of less than 5% or 0.05, namely 0.010. Meanwhile, the indirect effect of the leadership style variable on employee performance which is mediated by employee competence is smaller than 2.01, namely 0.633, and the significance level is greater than 5% or 0.05, namely 0.527.

Discussion

The Influence of Organizational Culture on Employee Performance

Organizational culture has a positive and significant influence on employee performance PT. East Makassar. A positive and consistent organizational culture can create a supportive work environment, motivate employees, and facilitate the achievement of the company's strategic goals. Therefore, developing and maintaining a strong organizational culture is an important investment for companies to achieve long-term success and improve overall employee performance.

Research (Anggrainy et al., 2024) shows that organizational culture is able to influence employee performance. Good organizational culture also encourages collaboration, innovation and effective communication, allowing employees to work more efficiently and with high enthusiasm (Chailla Thania et al., 2024).

The Influence of Leadership Style on Employee Performance

Leadership style does not affect employee performance at PT. East Makassar This means that the leadership style being implemented by the Company has no effect in improving employee performance. Similar research (Narindra et al., 2023) stated that leadership style is unable to influence employee performance.

In accordance with Moeherson's theory in (Yanti et al., 2022) that each leader has his own way or style in leading the company. Differences in leadership styles have an influence on how employees participate in achieving company goals. A leader needs to consider the right leadership style in order to maximize employee performance. Leadership style is a form of behavior of a leader in demonstrating his abilities.

The Influence of Organizational Culture on Employee Competence

Organizational culture has a positive and significant effect on employee competence at PT. East Makassar. organizational culture is able to improve employee competence PT. East

Makassar. Positive influence shows that organizational culture and employee competence move in the same direction: when organizational culture improves, employee competence will also increase. Meanwhile, a significant influence means therefore, the relationship between organizational culture and employee competency becomes important.

Similar to research (Cahyani Pangestuti & Husniaty, 2020) which meaningful and significant results between culture and employee competency. Competency is very supportive in a better organizational culture. Culture in an organization functions as a behavioral guide for its members. If organizational culture supports organizational strategy, then organizational culture can become its main competitive advantage (Paramesta & Suratman, 2023). Organizational culture is generally positively influenced by HR training and development which impacts how skills are used in the workplace, improves team performance and increases employee retention.

The Influence of Leadership Style on Employee Competence

Leadership style has no effect on employee competence at PT. East Makassar Different from the research conducted (Juanda, 2022) meaningful and significant results between Leadership Style and Competence. Leadership style as a support in improving competence. Leadership style is aligned with the development of a conducive work environment to create high productivity performance (Oktarini, 2021).

The Influence of Employee Competence on Employee Performance

Employee competency has a positive and significant effect on employee performance at PT. East Makassar This shows that the better the soft skills and hard skills of employees, the better their performance will be. Similar research (Candana et al., 2024) found a meaningful and significant influence between employee compensation and employee performance.

The influence of competency on employee performance shows that if there is a change in competency, employee performance will also change. Companies should improve employee discipline by referring to employee goals and abilities, good leadership, company remuneration, and fairness to the Company (Hamdana & Malik, 2022). An employee's competency will be able to have a positive influence on employee performance if the organization can survive by using a strategy to be able to respond to every change that occurs internally and externally in the organization (Sabuhari et al., 2020). Mastery of tasks, skills, attitudes, and rewards needed to support employee success and performance (Guswandi, 2022).

Organizational Culture on Employee Performance is Mediated by Employee Competence

Employee competence is able to mediate the influence of organizational culture on the performance of employees. PT. East Makassar. competency as a mediator can influence organizational culture and performance. Through competency, performance improvement can be in line with organizational culture. This improvement will be sought by increasing the indicators contained in competency by conducting training for employees so that training can develop skills for employees to support better work in order to create good performance as well. Employee competency regarding organizational culture, working according to goals, and solutions when changes or decline in the organization occur. Employee obligations as a competitive advantage of the organization. Competence is the most important basis for individuals to run an organization to achieve the vision determined by management. Strong employee competencies will help the organization achieve the organization's vision.

Leadership Style on Employee Performance is Mediated by Employee Competence

Employee competence is unable to mediate the influence of leadership style on employee performance. Becker & Ulrich in (Hidayat et al., 2022) state that knowledge, skills & abilities or a person's personality traits that directly influence performance are competence. Employee competence in the organization, working according to goals, and solutions when changes or decline in the organization occur. Employee obligations as an organizational competitive advantage. Competence is the most important basis for an individual to run an organization to achieve the vision determined by management. Strong employee competencies will help the organization achieve the organization's vision. Companies play a role in paying attention to organizational culture factors, such as leadership, communication, cooperation, innovation and appreciation in order to improve performance.

3. Conclusion

This research proves that organizational culture variables have a positive and significant effect on employee performance at PT. East Makassar, leadership style does not have a positive and significant effect on the performance of East Makassar employees, organizational culture has a significant and positive effect on employee competence at PT. East Makassar, leadership style has no significant effect on employee competency at PT. East Makassar, employee competency has a positive and significant effect on employee performance at PT. East Makassar, employee competency is able to mediate the influence of organizational culture on employee performance at PT. East Makassar, employee competency is unable to mediate the influence of leadership style on employee performance at PT. East Makassar.

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