
THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, EMPLOYEE INVOLVEMENT, AND ORGANIZATIONAL CULTURE ON EMPLOYEE COMPETENCE AT PT. TASPEN (PERSERO) KCU JAKARTA

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ABSTRACT

This study aimed to examine the influence of transformational leadership, employee involvement, and organizational culture on employee competence at PT. Taspen (Persero) KCU Jakarta. The research method used was a quantitative approach with a survey method. The sample used in this study was 123 employees at PT. Taspen (Persero) KCU Jakarta. The data collected was analyzed using multiple regression analysis through SPSS version 25 software. The results showed that employee involvement through organizational culture had an indirect path coefficient of 0.053 at a significance level of $\alpha = 5\%$ and had a t count of 1.834 > table of 1.645, which meant there was a significant positive effect between employee involvement through organizational culture on employee competence. Furthermore, transformational leadership and organizational culture had a significant positive effect on employee competence. The results of this study can be used as a reference for the company to improve employee competence through transformational leadership, employee involvement, and organizational culture.

Keywords: Transformational Leadership, Employee Involvement, Organizational Culture, Employee Competence, PT. Taspen (Persero), KCU Jakarta

INTRODUCTION

In any organization, human resources are considered very important because their role can determine the success in achieving the company's strategic goals that have been formulated. The excellence of human resources is the main target in improving the growth of the business according to the company's vision and mission. Therefore, the development of human resources in terms of employee competence is an inevitable demand in facing changes and business competition in the future. Taspen is committed to providing special and integrated attention to create competent, professional, competitive, and adaptable human resources in the rapidly changing digital era of business dynamics.

This is because the leadership, together with stakeholders, has instilled values as a company and employee commitment based on global standards by implementing Good Corporate Governance and complying with existing board of directors regulations. Meanwhile, the fundamental values or core values at PT. Taspen require every individual involved in the organizational process to be disciplined, diligent, honest, fair, open, straightforward, consistent, collaborative, professional, and respectful of each other, and able to be accountable for their tasks and actions in accordance with regulations, ethics, and morals, as well as their duties and functions in order to provide services to achieve company performance. In an effort to provide

the best service, employee competency is one of the main strategic business goals in driving service performance at PT.

Competency-based in the context of the company, it realizes various improvements or developments in human resources into the Performance Management System of PT. The performance distribution is done through the force distribution method by dividing employee assessments into several assessment categories for each Work Unit, resulting in a uniform distribution of assessments that aligns with the results of PT's performance management system recap.

Taspen is committed to paying attention to education as part of its employees' competencies, as seen by the percentage of postgraduate education which has an average of 5.4%, and undergraduate education which has continuously increased with an average of 51.5%. Taspen empowers its employees to achieve the company's established business targets. Since its establishment on April 17th, 1963, the Government named the State Savings and Insurance Fund for Civil Servants as regulated in Government Regulation Number 15 of 1963, with the aim of providing welfare for when they become civil servants until they reach retirement age. As a consequence of the transformation, the company continues to provide social security for Civil Servants as stated in Law Number 5 of 2014 regarding Civil Servants.

Taspen has involved its employees in providing the best service for participants from Civil Servants and state officials throughout Indonesia, with fifty-one branch offices and six main branch offices. However, since 2018, there have been common empirical issues that have brought significant changes to various activities and human resource management, all aimed at developing employee competencies. This was implemented through many high-quality human resource management activities, starting from the recruitment process, which was mostly for management trainees, education and training, assessments of 430 employees for promotions and rank increases, Corporate Leadership Training for 99 employees, and conducting Fit and Proper Tests, which were all prepared to become future leaders. In addition, there were promotions for 311 employees, transfers for 54 employees, and demotions for five employees.

Thus, the transformational leadership has had a significant impact on various employee competency development activities at Taspen. Taspen has promoted values such as integrity, professionalism, innovation, competitiveness, and growth through various education and training activities aimed at improving employee competencies. The education and training provided aimed to involve employees and train them to improve their skills and competencies so that they can fulfill their duties and responsibilities with discipline and excellence, ultimately increasing employee performance. Examples of various education and training activities implemented in 2018 at Taspen are shown below.

RESEARCH METHOD

This type of research uses a quantitative method by constructing hypotheses and empirically testing the hypotheses that are built, where the rel.

RESULTS AND DISCUSSION

The Influence of Transformational Leadership on Employee Competence

The influence of transformational leadership on employee competency is a study that examines how transformational leadership can motivate employees by providing inspiration for high aspirations or values to achieve employee competencies in order to reach one of the company's goals. The research indicators for transformational leadership (see table 4.19) tend to be high, especially the indicators of encouraging creative thinking and building employee

commitment, which have the highest score of 4.67. Overall, transformational leadership is a leadership style that has dimensions of the ability to motivate consisting of sincere communication and encouraging creative thinking, as well as dimensions of influence in inspiring subordinates or employees to carry out tasks consisting of role modeling, accepting feedback from subordinates, and building employee commitment, which have a very good average score of 4.59 (out of 5).

Generally, research on the impact of transformational leadership focuses on employee performance, while employee competencies are rare and may become mediating variables, such as in "The Influence of Transformational Leadership and Training and Development Programs on Employee Performance through Competencies at Petrochina International Jabung Ltd." by Gajianto Pangarso Hari Kuncoro, Sihol Situngkir, Syahmardi Yacob in the Journal of Management and Science, Volume 6 No. 1, April 2021, 15-24, Postgraduate Master of Management, University of Jambi. One of the test results shows that transformational leadership has a positive and significant influence on employee competencies. This result indicates that the better the transformational leadership demonstrated by the leader, the higher the employee competencies.

Therefore, the implications of the performance of employees at PT. Taspen (Persero) KCU Jakarta (see table 1.7) in 2021 decreased, which could be due to the decline in transformational leadership. This is confirmed by the Human Capital Development Manager, who stated that in the recent periods, the leaders of PT. Taspen (Persero) KCU Jakarta were transferred to the head office to improve their career position. Therefore, the better the transformational leadership, the higher the employee competencies, which will ultimately result in increased employee performance.

The influence of employee involvement on employee competency

Employee involvement is an important factor in improving employee competency, as it can increase employee motivation and commitment to achieving the company's goals. The research findings on employee involvement (see table 4.20) show that the average score is quite high, especially in terms of the indicator of encouraging employee involvement in decision-making processes, which has the highest score of 4.66. Employee involvement is a process in which employees are given the opportunity to participate in decision-making, problem-solving, and other activities that affect their work environment, as well as being able to provide feedback to management. This can increase employee motivation and commitment, which in turn can improve employee competency.

According to Robbins and Judge (2008), employee involvement is an important factor in improving employee motivation and job satisfaction. Involving employees in decision-making and problem-solving processes can improve their job satisfaction and increase their commitment to achieving company goals. This can lead to increased employee competency, which can ultimately lead to improved performance and productivity.

In summary, employee involvement is an important factor in improving employee competency, as it can increase employee motivation and commitment to achieving company goals. By involving employees in decision-making and problem-solving processes, companies can improve their employees' job satisfaction and ultimately improve their performance and productivity.

The Influence of Organizational Culture on Employee Competence

Organizational culture plays a significant role in shaping the competence of employees. The culture of an organization consists of shared values, beliefs, and norms that shape the behavior and attitudes of employees. When employees internalize the values and beliefs of the

organization, they tend to exhibit behaviors that align with the organization's objectives and goals. This, in turn, leads to the development of competent employees who are better equipped to perform their job duties.

An organization's culture can influence the development of employee competencies in several ways. For example, a culture that values continuous learning and development can lead to employees who are more motivated to improve their skills and knowledge. Additionally, a culture that encourages innovation and experimentation can lead to employees who are more willing to take risks and think creatively, which can result in the development of new competencies.

On the other hand, a negative organizational culture can have a detrimental effect on employee competence. A culture that promotes a toxic work environment, for example, can lead to employees who are disengaged and unmotivated. This can lead to a decrease in employee performance and a lack of development of new competencies.

Overall, an organization's culture can significantly impact the competence of its employees. Organizations that prioritize the development of a positive culture that values learning, development, and innovation are more likely to have employees who are competent and equipped to meet the demands of their job roles.

The influence of transformational leadership on employee engagement.

Transformational leadership is a leadership style that emphasizes the ability to inspire and motivate employees to achieve their full potential. It involves creating a vision for the organization and communicating it to employees in a way that inspires them to work towards achieving that vision. This leadership style has been found to have a significant influence on employee engagement.

Employee engagement refers to the level of emotional commitment that employees have towards their work and the organization they work for. Engaged employees are more likely to be productive, creative, and committed to achieving organizational goals. They also tend to have higher job satisfaction and are more likely to stay with the organization for a longer period of time.

Research has shown that transformational leadership has a positive impact on employee engagement. Leaders who practice this style are able to inspire their employees to work towards a common vision and encourage them to take ownership of their work. They also provide their employees with the necessary resources and support to succeed in their roles.

In addition, transformational leaders are able to create a positive work environment that fosters trust, collaboration, and open communication. This allows employees to feel valued and respected, which in turn increases their engagement levels.

Overall, the influence of transformational leadership on employee engagement highlights the importance of effective leadership in creating a motivated and engaged workforce. Organizations that invest in developing transformational leaders are likely to see significant improvements in employee engagement, which can lead to increased productivity, innovation, and overall success.

The influence of transformational leadership on employee competence through employee engagement.

The study investigates the influence of transformational leadership on employee competence through employee engagement. Transformational leadership is a leadership style that inspires and motivates employees to achieve their full potential and work towards the goals of the organization. Employee engagement is the degree to which employees are committed to their work and feel a sense of connection to the organization.

The results of the study suggest that transformational leadership has a positive influence on employee engagement, which in turn has a positive influence on employee competence. The study found that transformational leaders create a work environment that fosters employee engagement, which leads to employees feeling more committed to their work and the organization. This increased engagement results in employees developing a greater level of competence, as they are more motivated to learn and develop their skills.

Overall, the study highlights the importance of transformational leadership in creating a work environment that promotes employee engagement and competence. Organizations that are able to foster transformational leadership will be more likely to have employees who are highly engaged and competent, which can lead to increased productivity and better performance.

The influence of transformational leadership on organizational culture.

The influence of transformational leadership at PT. Taspen (Persero) KCU Jakarta is a pattern that can move organizational culture with a direct path coefficient of 0.355 with a significance level of $\alpha = 5\%$ and has a t value of 2.333 > the table of 1.645, which means there is a positive and significant influence. This proves that there is a positive and significant influence between transformational leadership (X1) variable on organizational culture (X3).

In the organizational context, according to Manahan P. Tambolon (2012: 238) in organizational behavior, the role of human resource managers will contribute to the organization about cultural diversity. This can be justified because HR managers know the situation and conditions of cultural diversity from each employee. Therefore, the process of forming culture is also said that top management must be able to manage existing culture (intrinsic) through the organization's vision and mission.

Thus, transformational leadership style as one of the leadership styles of the present era, Colquitt, etc. (2015) stated that the full spectrum of transformational leadership uses four dimensions: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. These characteristics have the strength to stimulate extra effort from subordinates to obtain extraordinary employee work results, because transformational leaders are able to foster expectations, optimism, and employee self-efficacy through consistent coaching, counseling, and monitoring, thus creating an organizational culture to improve employee performance.

Muhammad Irfan, Badia Perizade, and Marlina Widiyanti (2019) in The Effect of Leadership and Organizational Culture on Employees Performance at PT. Pertamina EP Limau Field found that there is an influence of leadership and organizational culture on employee performance. This shows that leadership with existing culture can have an impact on different employee behavior and affect employee performance. Previously, there was also research on organizational culture, including Anik Herminingsih (2011), entitled "The Influence of Transformational Leadership on Organizational Culture," which found that there was a positive and significant influence between Transformational Leadership and Organizational Culture.

The influence of transformational leadership on employee competence through organizational culture.

The indirect effect of Transformational Leadership (X1) through Organizational Culture (X3) on Employee Competence (Y) has a path coefficient of 0.041 at a significance level of $\alpha = 5\%$ and a calculated t-value of 1.008 < the table value of 1.645, which means that there is no significant effect and a P-value of 0.157 > 0.05, which means it is not significant. This indicates that there is no significant effect of Transformational Leadership (X1) through Organizational Culture (X3) on Employee Competence (Y).

In the data analysis using Smart PLS version 3.0, the path coefficient of transformational leadership on employee competence is 0.99, while the coefficient of transformational leadership

on organizational culture is 0.355, and the coefficient of organizational culture on employee competence is 0.115. Thus, the direct effect has a larger path coefficient of 0.99 compared to the indirect effect of $0.041 = (0.355 \times 0.115)$. The path coefficients prove that transformational leadership's direct effect on organizational culture is greater than the indirect effect of transformational leadership on employee competence through organizational culture.

A performance theory as the basis of the competence concept by Richard E. Boyatzis (2008) with a Contingency Theory approach that combines organizational environment (organizational culture, etc.) with individual competencies (ability) and job demands (tasks/employment) will result in maximum performance (competence) of employees. This requires transformational leadership, which is the most universal leadership approach supported by organizational culture and cross-culture, consistently improving employee competence. Colcuitt et al. (2015) state that the full spectrum of transformational leadership uses four (4) dimensions: ideal influence, inspirational motivation, intellectual stimulation, and individual consideration. Collectively, these four dimensions of transformational leadership are often referred to as the "Four I's" and will encourage employee competence. Personal values and culture reflect various characteristics and tendencies that describe how people act/work. Where personal values and organizational culture influence how people view behavior in the workplace, the type of tasks they are interested in, and how they react to events that occur in the workplace. This model also tests ability, which describes the cognitive abilities (verbal, quantitative, etc.), emotional skills (awareness of others, emotional regulation, etc.), and physical abilities (strength and endurance) that employees bring to their work.

The Influence of Employee Engagement on Organizational Culture.

Employee Involvement (X2) towards Organizational Culture (X3) has a direct path coefficient of 0.456 with a significance level of $\alpha = 5\%$ and a calculated t-value of $3.052 >$ table value of 1.645, which means there is a positive influence and a p-value of $0.032 < 0.05$ which means it is significant. This indicates that there is a positive and significant influence between Employee Involvement (X2) towards Organizational Culture (X3).

Employee involvement can be built in the context of organizational behavior through Human Resources Development (HRD), such as education and/or continuous training, which will become its own organizational culture. Organizational culture, according to Manahan P. Tampubolon (2012), is an integral part of the internal environment of an organization, because the diversity of cultures within a corporate organization will be equal to the number of individuals (employees) within the organization. Therefore, employee involvement cannot be avoided and cannot run independently, but rather through collaboration (willingness to cooperate) by demonstrating organizational commitment.

Most research in research journals discusses how organizational culture affects employee involvement, such as Suneet Soni (2019) with the title "Impact of Organizational Culture on Employee Engagement and Effectiveness in Indian Manufacturing Company," found a positive and significant influence of organizational culture on employee involvement. Similarly, Jihan Azzaki (2021), with the title "The Effect of Organizational Culture on Employee Engagement at Bank BRI Syariah Headquarters," also found that organizational culture has a positive and significant influence on employee involvement. Similarly, Pervashnee Naidoo and Nico Martins (2014) in "Investigating the relationship between organizational culture and work engagement" showed that all dimensions of organizational culture are positively correlated with dimensions of work engagement. This is different from Pradata Aldi Santoso's research (2021), Analysis of Employee Engagement towards Organizational Citizenship Behavior Through Organizational Culture (Case Study of PT. Peni Regency Solo Baru), which found that employee engagement has a positive and significant influence on organizational culture.

According to Kahn (1990), personal involvement is a manifestation and simultaneous expression of an individual's ideal self in task behavior that drives connections to work and others, connections to personal presence (physical, cognitive, and emotional), and connections to full active role performance. Therefore, employee involvement is something desired by company leaders to create conditions for the workforce, important to ensure that it is positively viewed not only in all cultures where the company conducts business but also in cultures represented by employees as individuals to improve performance. Employee involvement is a participation process that uses the full capacity of workers and is designed to promote a corporate culture for the success of the company. This usually requires the commitment, consistency, and continuity of employees who truly care about their work and the company in achieving the company's vision, mission, and goals.

The Effect of Employee Engagement through Organizational Culture on Employee Competence (Y)

The influence of Employee Engagement through Organizational Culture on Employee Competence (Y) has an indirect path coefficient of 0.053 at a significance level of $\alpha = 5\%$ and a calculated t-value of 1.834 > table value of 1.645, indicating a significant positive effect with a p-value of 0.034 < 0.05. This suggests that there is a significant positive influence of Employee Engagement (X2) through Organizational Culture (X3) on Employee Competence (Y).

Employee engagement in training, according to Kasmir (2019), is the process of shaping and equipping employees by increasing their skills, abilities, knowledge, and behavior. Investigating employee engagement through Organizational Culture on Employee Competence requires a lengthy process. As stated by Spencer and Spencer (1993), competence is the foundation of personality characteristics and indicates how an individual acts/behaves, thinks, adapts to situations, and supports for a sufficient period of time. Therefore, the process of developing culture makes cognitive competence acquired as a fundamental personality characteristic that underlies every employee's performance or behavior in the workplace.

Rushana Khunova, et al. (2021), in "Work Engagement Among Public Employees: Antecedents and Consequences", found a positive relationship between job meaningfulness and engagement, and a positive relationship between job engagement and performance. Here is a study by Alfan Labieq (2019) entitled "The Effect of Organizational Culture and Commitment on Teacher Competence in PUQ High School / Almarwah Vocational School". In this study, organizational culture had a positive impact on teacher competence. This is because organizational culture is a logical consequence of a sense of ownership of the organization, leading to increased teacher commitment, and this research found a significant positive influence of organizational culture and commitment on teacher competence.

The process of testing instrument validity using SPSS version 25 (see Tables 4.13 to 4.16) is as follows:

Variable	Number of Indicators	Number of Instruments	Number of Invalid	Number of Valid
Employee Competence	8	32	3	29
Transformational Leadership	5	25	2	23
Employee Engagement	7	35	10	25
Organizational Culture	4	20	1	19

Total:	24	112	16	96
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Summary of Instrument Test (Reliability) See Table 4.17

Variabel	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Employee Competence	.884	.943	32
Transformational Leadership	.931	.964	25
Employee Engagement	.820	.882	35
Organizational Culture	.929	.944	20

CONCLUSION

From the results of the research, analysis, and review that have been presented in Chapter IV earlier, the author draws the following conclusion: Transformational Leadership (X1) has a positive and significant effect on Employee Competence (Y), indicating that the better the transformational leadership, the stronger the increase in employee competence at PT. Taspen (Persero) KCU Jakarta. Employee Involvement (X2) has a negative and significant effect on Employee Competence (Y), indicating that if employee involvement is increased, it is inversely related to the improvement of employee competence at PT. Taspen (Persero) KCU Jakarta. Organizational Culture (X3) has a positive and significant effect on Employee Competence (Y), proving that if the organizational culture is improved, the competence of employees at PT. Taspen (Persero) KCU Jakarta will increase. Transformational Leadership (X1) has a negative and significant effect on Employee Involvement (X2), showing that the better the transformational leadership, the higher the employee involvement at PT. Taspen (Persero) KCU Jakarta. Transformational Leadership (X1) through Employee Involvement (X2) has a negative effect on Employee Competence (Y), indicating that transformational leadership that encourages employee involvement has been proven to be partially mediated and inversely related to employee competence at PT. Taspen (Persero) KCU Jakarta. Transformational Leadership (X1) has a significant effect on Organizational Culture (X3), indicating that the better the transformational leadership, the more it will improve the organizational culture at PT. Taspen (Persero) KCU Jakarta. Transformational Leadership (X1) through Organizational Culture (X3) does not have a significant effect on Employee Competence (Y), indicating that transformational leadership that encourages organizational culture has been proven to be partially mediated in improving employee competence at PT. Taspen (Persero) KCU Jakarta. Employee Involvement (X2) has a positive and significant effect on Organizational Culture (X3), showing that if employee involvement continues to increase, the organizational culture at PT. Taspen (Persero) KCU Jakarta will improve. Employee Involvement (X2) through Organizational Culture (X3) has a positive and significant effect on Employee Competence (Y), indicating that employee involvement in promoting organizational culture has been proven to be partially mediated in improving employee competence at PT. Taspen (Persero) KCU Jakarta..

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