

The Influence Of Human Resources Competence, Organizational Culture Influence And Transformational Leadership Style On Employee Performance Through Employee Job Satisfaction As Intervening Variable At Pdam Tirtanadi Medan

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Abstract.

This study aims to find out whether human resource competence has an indirect effect on employee performance through job satisfaction, to find out whether organizational culture has an indirect effect on employee performance through job satisfaction and to find out whether transformational leadership style has an indirect effect on employee performance through job satisfaction. . Descriptive statistics are statistics that function to describe or provide an overview of the object under study through sample data or the population as it is, without analyzing and making conclusions that apply to the public. The influence of human resource competence on job satisfaction through employee performance is 0.008, with a T statistic value of 0.439 (> 1.993) and a significance value (p-values) of 0.661 (< 0.05). Thus, the first hypothesis (H8) in the study this is rejected. The influence of Organizational Culture on job satisfaction through employee performance is 0.459, with a T statistic of 02.447 (< 1.993 and a significance value (p-values) of 0.015 (> 0.05). Thus, the second hypothesis (H9) in this study is accepted. The effect of transformational leadership style on job satisfaction through employee performance is 0.098, with a T statistic of 2.242 (> 1.993 and a significance value (p-values) of 0.025 (< 0.05) thus, the third hypothesis (H10) in this study is accepted.

Keywords: Human Resource Competence, Organizational Culture, Transformational Leadership Style

I. INTRODUCTION

Regional Drinking Water Company or commonly called PDAM is one of the regional-owned business units, which is engaged in the distribution of clean water for the general public. PDAM Tirtanadi besides handling clean water is also assigned to manage waste water. In PDAM operational activities, problems are often found related to the performance of PDAM Tirtanadi Medan employees which are often caused by various factors. Based on the author's observations of the reality and also the number of public complaints directed at PDAM, it turns out that the service quality of the service still needs to be improved for the better. This is based on the many criticisms and complaints from the public as service users, both directly and indirectly, such as inaction in dealing with problems, lack of response to public complaints, and so on. The service has not been maximized, of course, cannot be separated from organizational culture factors, applied leadership, motivation to employees, and other factors that affect the decline in performance. The following is data on public or customer complaints to PDAM as evidence of problems regarding employee performance.

Table 1.1. PDAM Tirtanadi Customer Complaint Report Center up to 2021 Account

Month	Number of Customers	Number of Complaints	Complaint Resolved	Previous Month	Remaining Month	Remaining Previous Month
January	154.064	1077	1063	0	14	0
February	153.535	1081	1058	5	23	10
March	151.254	1055	1033	14	22	18
April	151.580	989	970	10	19	30
May	152.571	1012	999	10	13	39
June	151.506	1130	1110	9	20	50
July	151.626	1274	1258	11	16	55
August	151.558	920	902	11	18	62
September	151.562	975	900	12	16	55
October	151.636	1150	1115	4	8	11
November	151.635	987	950	15	26	15
December	151.630	1143	1100	8	15	10

Source: PDAM Tirtanadi Medan

Of the many complaints filed by consumers against PDAM Tirtanadi Medan City, here are the specifications of the types of complaints filed by consumers:

Table 1.2. Consumer Complaint Specification

Complaint Code	Note. Complaint Code
A	Damage Meter
B	Persil Leak
C	Wrong Note
D	Cumulative Stand
E	Cumulative Stand
F	Objection to Pay
G	Ex. Taxation
H	Wrong Data Input
I	Wrong Initial Stand
J	Wrong Report SK
K	Water Condition

Source: PDAM Tirtanadi Medan

Table 1.2 proves that there are fluctuations in employee performance which decreases the performance of PDAM Tirtanadi employees in Medan City. With these data it is clearly stated that some customers are still not satisfied with the performance of PDAM Tirtanadi employees in Medan City because there are still damage to waterways which sometimes wait to be handled. Not only can it be seen from the number of customer complaints that are the cause of decreased performance, but absenteeism can also be another factor causing the decline in employee performance. Because if employees are often absent from work or often employees leave the office, there will be a lot of work and responsibilities that are slow to complete. This is also supported by data on the achievement of clean water sales targets which are one proof that the organizational culture, leadership, and motivation of PDAM Tirtanadi Medan employees are unstable. sales of clean water every year. Based on the problems mentioned above, it is necessary to research whether the factors of human resource competence, organizational culture and the company's transformational leadership style can also affect employee job satisfaction, which in turn can affect employee performance. According to the description above, the researcher is interested in researching and taking the title "The Influence of Human Resource Competence, Organizational Culture and Transformational Leadership Style on Employee Performance Through Employee Job Satisfaction as an Intervening Variable at PDAM Tirtanadi Medan"

II. METHODS

The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component based structural equation modeling. Structural Equation as follows:

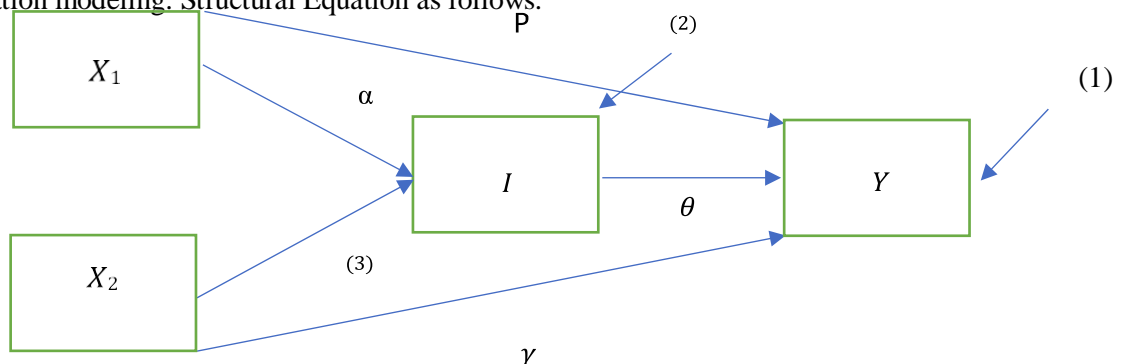


Fig 1.1. Structural Equation

$$Y = \pi_{0(1)} + P X_1 + \gamma X_2 + \theta I + \varepsilon_{(1)} \quad (1)$$

$$I = \pi_{0(2)} + (\alpha + \beta) I + \varepsilon_{(2)} \quad (2)$$

where:

X_1 is the competence of Human Resources

X_2 is Organizational Culture

X_3 is a Transformational Leadership Style

I is Job Satisfaction

Y is Employee Performance

$\pi_{0(1)}$ and $\pi_{0(2)}$ is a constant

P , γ , and β is the parameter to be estimated

$\varepsilon_{(1)}$ and $\varepsilon_{(2)}$ is the error term

III. DISCUSSION

Direct Effects Results

Table 1.3. Direct Effects

Variable	Direct Effects
Competency of Human Resources Employee Performance	-0,286
Employee Performance Organizational Culture	0,014
Employee Performance Transformational Leadership Style	0,078
Competency of Human Resources Job Satisfaction	0,833
Job Satisfaction Organizational Culture	0,485
Job Satisfaction Transformational Leadership Style	0,179
Employee Performance Job Satisfaction	0,551

Source: Research Results, 2020 (Data processed)

In table 1.3 it can be seen that in shaping employee performance, Human Resource Competence, Organizational Culture and Transformational Leadership Style give each a direct positive and significant influence. The magnitude of the direct influence of Human Resource Competence on Employee Performance is -0.286 and the magnitude of the direct influence of Organizational Culture on Employee Performance is 0.014. The magnitude of the direct influence of Transformational Leadership Style on Employee Performance is 0.078. The magnitude of the influence of Human Resource Competence, Organizational Culture and Transformational Leadership Style (-0.286 < 0.014 < 0.078). In shaping job satisfaction, Human Resource Competence, Organizational Culture and Transformational Leadership Style give each a direct positive and significant influence. The magnitude of the direct influence of Human Resource Competence is -0.833. The magnitude of the direct influence. Organizational Culture on job satisfaction is equal to 0.485. The magnitude of the direct influence. Transformational Leadership Style on job satisfaction is 0.179. The magnitude of the direct effect of job satisfaction on employee performance is 0.551.

Indirect Effects

Table 1.4.

Variable	Indirect Effects
Competency of Human Resources Employee Performance	0,008
Employee Performance Organizational Culture	0,459
Employee Performance Transformational Leadership Style	0,098

Source: Research Results, 2020 (Data processed)

Table 1.4 shows the indirect effect of Human Resource Competence on Employee Performance is 0.008 or can be calculated by multiplying the direct effect of exogenous variables on the mediating variable with the direct effect of the mediating variable on endogenous variables ($X_1 y$) * ($x_1 z$) = -0.286 * 0.833 =

0.008. The magnitude of the indirect influence of organizational culture on employee performance through job satisfaction is 0.459 or can be calculated $(x_2 y) * (y Z) = 0.014 * 0.485 = 0.459$. The magnitude of the indirect effect of Transformational Leadership Style on Employee Performance through job satisfaction is 0.459 or can be calculated $(x_3 y) * (y Z) = 0.078 * 0.179 = 0.098$.

Total Effects

Table 1.5. Direct Effects

Variable	Direct Effects
Competency of Human Resources Employee Performance	-0,278
Employee Performance Organizational Culture	0,014
Employee Performance Transformational Leadership Style	0,536
Competency of Human Resources Job Satisfaction	0,833
Job Satisfaction Organizational Culture	0,584
Satisfaction Transformational Leadership Style Work	0,179
Employee Performance Job Satisfaction	0,551

Source: Research Results, 2020 (Data processed)

In table 1.5 it can be seen that in shaping employee performance, Human Resource Competence, Organizational Culture and Transformational Leadership Style give each a direct positive and significant influence. The magnitude of the direct influence of Human Resource Competence on Employee Performance is -0.278 and the magnitude of the direct influence of Organizational Culture on Employee Performance is 0.014. The magnitude of the direct influence of Transformational Leadership Style on Employee Performance is 0.078. The magnitude of the influence of Human Resource Competence, Organizational Culture and Transformational Leadership Style $(-0.286 < 0.014 < 0.078)$. In shaping job satisfaction, Human Resource Competence, Organizational Culture and Transformational Leadership Style give each a direct positive and significant influence. The magnitude of the direct influence of Human Resource Competence is -0.833. The magnitude of the direct influence. Organizational Culture on job satisfaction is equal to 0.485. The magnitude of the direct influence. Transformational Leadership Style on job satisfaction is 0.179. The magnitude of the direct effect of job satisfaction on employee performance is 0.551.

Research Hypothesis Testing Results

Tabel 1.6. Hasil Pengujian Hipotesis Penelitian

Hypothesis	Path Coefficient	T Statistic	P Values	Results
Influence of source competence human resources on employee performance	-0,286	2,580	0,010	Received
The Influence of Organizational Culture on employee performance	0,078	0,080	0,637	Rejected
Influence of leadership style transformational on employee performance	0,485	04,102	0,000	Received
The effect of human resource competence on job satisfaction	0,014	0,015	0,367	Rejected
The Influence of Organizational Culture on Job Satisfaction	0,883	22,873	0,000	Received
Influence of leadership style transformational on job satisfaction	0,179	3,979	0,000	Received
The effect of paper satisfaction on employee performance	0,551	2,504	0,013	Received
The influence of human resource competence on job satisfaction through employee performance	0,008	0,439	0,661	Rejected
Organizational Culture Influence on job satisfaction through employee performance	0,459	2,447	0,015	Received

The effect of transformational leadership style on job satisfaction through employee performance	0,098	0,242	0,025	Received
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Source: *Research Results, 2020 (Data processed)*

Table 1.6 shows that the influence of human resource competence on employee performance is -0.278, with a T statistic value of 2.580 (> 1.993) and a significance value (p-values) of 0.000 (< 0.05). Thus, the first hypothesis (H1) in this study was accepted.

Table 1.6 shows that the influence of organizational culture on employee performance is 0.078, with a T statistic of 0.367 (< 1.993) and a significance value (p-values) of 0.714 (> 0.05). Thus, the second hypothesis (H2) in this study is rejected. Table 1.6 shows that the effect of transformational leadership style on employee performance is 0.485, with a T statistic of 4.102 (> 1.993) and a significance value (p-values) of 0.000 (< 0.05) thus, the third hypothesis (H3) in this study is accepted.

Table 1.6 shows that the influence of human resource competence on job satisfaction is 0.014, with a T statistic value of 0.449 (< 1.993) and a significance value (p-values) of 0.654 (> 0.05). Thus, the fourth hypothesis (H4) in this study is rejected. Table 1.6 shows that the influence of organizational culture on job satisfaction is 0.833, with a T-statistic value of 22.873 (> 1.993) and a significance value (p-values) of 0.000 (< 0.05). Thus, the fifth hypothesis (H5) in this study is accepted.

Table 1.6 shows that the effect of transformational leadership style on job satisfaction is 0.179, with a T-statistic value of 3.979 (< 1.993) and a significance value (p-values) of 0.000 (> 0.05). Thus, the sixth hypothesis (H6) in the study this is accepted. Table 1.6 shows that the effect of paper satisfaction on employee performance is 0.551, with a T statistic value of 2.504 (> 1.993) and a significance value (p-values) of 0.013 (< 0.05). Thus, the seventh hypothesis (H7) in this study is accepted.

Table 1.6 shows that the effect of human resource competence on job satisfaction through employee performance is 0.008, with a T statistic value of 0.439 (> 1.993) and a significance value (p-values) of 0.661 (< 0.05). Thus, the first hypothesis (H8) in this study was rejected. Table 1.6 shows that the influence of organizational culture on job satisfaction through employee performance is 0.459, with a T statistic value of 0.2447 (< 1.993) and a significance value (p-values) of 0.015 (> 0.05). Thus, the second hypothesis (H9) in this study received. Table 1.6 shows that the effect of transformational leadership style on job satisfaction through employee performance is 0.098, with a T statistic of 2.242 (> 1.993) and a significance value (p-values) of 0.025 (< 0.05) thus, the third hypothesis (H10) accepted in this study.

IV. CONCLUSION

Based on the results of the analysis and discussion, the authors draw the following conclusions:

The influence of human resource competence on employee performance is -0.278, with a T-statistic value of 2.580 (> 1.993) and a significance value (p-values) of 0.000 (< 0.05). Thus, the first hypothesis (H1) in this study is accepted. The influence of organizational culture on employee performance is 0.078, with a T statistic value of 0.367 (< 1.993) and a significance value (p-values) of 0.714 (> 0.05). Thus, the second hypothesis (H2) in this study is rejected. The influence of leadership style transformational on employee performance is 0.485, with a statistical T value of 4.102 (> 1.993) and a significance value (p-values) of 0.000 (< 0.05). Thus, the third hypothesis (H3) in this study is accepted. The influence of human resource competence on satisfaction work of 0.014, with a T statistic of 0.449 (< 1.993) and a significance value (p-value) of 0.654 (> 0.05). Thus, the fourth hypothesis (H4) in this study is rejected 5. The influence of Organizational Culture on job satisfaction is 0.833, with a T statistic of 22.873 (> 1.993) and a significance value (p-values) of 0.000 (< 0.05). Thus, the fifth hypothesis (H5) in this study is accepted. yes, transformational leadership on job satisfaction is 0.179, with a T-statistic value of 3.979 (< 1.993) and a significance value (p-values) of 0.000 (> 0.05).

Thus, the sixth hypothesis (H6) in this study is accepted. The effect of paper satisfaction on employee performance is 0.551, with a T statistic value of 2.504 (> 1.993) and a significance value (p-values) of 0.013 (< 0.05). Thus, the seventh hypothesis (H7) in this study is accepted. The influence of human resource competence on job satisfaction through employee performance is 0.008, with a T statistic

value of 0.439 (> 1.993) and a significance value (p-values) of 0.661 (< 0.05). Thus, the first hypothesis (H8) in this study rejected. The influence of Organizational Culture on job satisfaction through employee performance is 0.459, with a T statistic of 02.447 (< 1.993 and a significance value (p-values) of 0.015 (> 0.05). Thus, the second hypothesis (H9) in this study is accepted. The effect of transformational leadership style on job satisfaction through employee performance is 0.098, with a T statistic of 2.242 (> 1.993 and a significance value (p-values) of 0.025 (< 0.05) thus, the third hypothesis (H10) in this study is accepted.

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