The Influence of Transformational Leadership on Employee Competence Through Employee Engagement and Organizational Culture at PT. Taspen (Persero) Main Branch Office (KCU) Jakarta

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ABSTRACT

This research is to determine the effect of transformational leadership on employee competence through Employee Engagement and organizational culture at PT. Taspen (Persero) KCU Jakarta. This research method uses quantitative research methods, with data collection techniques using survey methods, namely by distributing questionnaires online (google form survey) to all employees of PT. Taspen (Persero) Jakarta Main Branch Office (KCU) as many as 242 employees as a population. While the samples were taken using non-probability sampling, namely using a convenience sample. a sample of 152 respondents, with a Likers scale of 5 points. While the data analysis technique uses descriptive analysis techniques and path analysis in Structural Equation Modeling with Smart PLS Software version 3.0. The results of this study indicate that Transformational Leadership (X1) has a positive and significant effect on Employee Competence (Y), Employee Engagement (X2) has a negative and significant effect on Employee Competence (Y), Organizational Culture (X3) has a positive and significant effect on Employee Competence (Y), Transformational Leadership (X1) has a positive and significant effect on Employee Engagement (X2), Transformational Leadership (X1) has an positive and significant effect on Organizational Culture (X3), Employee Engagement (X2) have a positive and significant effect on Organizational Culture (X3), Transformational Leadership (X1) through Employee Engagement (X2) has a negative and significant effect to Employee Competence (Y), Transformational Leadership (X1) through Organizational Culture (X3) has a not significant effect on Employee Competence (Y), and Employee Engagement (X2) through Organizational culture (X3) influences positive and significant influence on Employee Competency (Y).

Keywords: Leadership Transformational, Engagement Employees, Organization Culture, Employee Competence

INTRODUCTION

The development of human resources towards employee competence is an unavoidable demand in facing changes and business competition in the current and future era. Where every company organization has human resources (employees) who have competence which is the main target in order to improve business performance/business carried out by employees in accordance with the company's vision and mission. Considering human resources as one of the central stakeholders as the spearhead and

determinant of the success of the company's organization, PT. Taspen (Persero) is always committed to providing special and integrated attention (2018 Annual Report: 148) to create human resources (employees) who are competent, professional, superior/competitive and able to adapt to business dynamics in the digital era which changes very quickly. So improving the quality of human resources is expected to boost company performance.

Company PT. Taspen (Persero) has experience in providing the best service for all participants in the social insurance program for State Civil Apparatus (ASN) and State Officials. But the phenomenon that occurs in the ability / competence of employees at PT. TASPEN (PERSERO) seen from the ability to provide services to Taspen participants, can be seen as follows:

Table 1: Capability / Service Performance at PT. Taspen (Persero)

No	Year	Amount Participant	Increase / Decrease	Amount Employee	Increase / Decrease	Service Performance	Increase / Decrease
1	2016	6,801,542		1,838		3,701	
2	2017	6,773,106	-0. 42%	1,724	-6. 20%	3,929	6. 17%
3	2018	6,734,687	-0. 57%	1,740	0. 93%	3,871	-1. 48%
4	2019	6,822,281	1. 30%	1,725	-0. 86%	3,955	2. 18%
5	2020	6,764,241	-0. 85%	1,570	-8. 99%	4,308	8. 94%
6	2021	6,041,356	-10. 69%	1657	5. 54%	3,646	-15. 38%
Average		6,656,202	-2. 24%	1,709	-1. 92%	3,902	

Source: Service @taspen. co. id, 22 April 2022, Processed

Looking at the table above, it can be seen that the service performance of participants from 2016 to 2021 has fluctuated with an average number of services of 3,902 participants per employee. This is interesting to study in 2020 the employee service performance of 4,308 participants (an increase of 8.94%) and there was a decrease in 2021 serving only 3,646 people per employee, which decreased by 15.38%. Even though the number of employees in 2021 increased by 5.54%, the number of participants served decreased by 10.69%. It means that in 2021 the number of services for Taspen participants has decreased below the average. Moreover, during the last six

(6) years, the number of employees decreased by -1.92%, while the number of participants also experienced a greater decrease, namely -2.24%. This is the initial consideration of the author departing from the competency / ability of employees in providing services to participants. This phenomenon is even more interesting, that since 2015 the use of "Digital Service" technology has been proclaimed until now it shows that the achievement of employee performance has not been optimal, where the performance (SMK) of PT. Taspen (Persero) in 2021 has decreased and has an average of only 94.39, for more details see the following table:

Table 2: PT TASPEN (Persero) Employee Performance Recap Year 2014 – 2021

Year	2014	2015	2016	2017	2018	2019	2020	2021
Amount Employee	1,750	1877	1,838	1,724	1,740	1,725	1,570	1657
Average	94. 79 (B)	95. 41 (B)	97. 02 (B)	98. 72 (B)	97. 86 (B)	97. 98 (B+)	98. 33 (A-)	94. 39 (B)

Source: Service @taspen. co. id, 22 April 2022

The table above illustrates the performance of PT TASPEN (Persero) employees which is reflected in the performance management system (SMK) which has increased from 2014 to the highest in 2017 of 98.72 and following fluctuations and increased again in 2020 of 98.33 even though when the Covid 19 pandemic occurred. As for 2021

there was an increase in the number of employees, but there was a significant decline in performance of 94.39 (still in the good category).

Efforts to increase performance through the development of the quality of human resources, PT. Taspen (Persero) has implemented Competency-Based Human

Resource Management (MSDM-BK), which includes: Performance Management System with Competency-Based Performance Assessment. The phenomenon of employee competence in achieving company goals is called success, according to Wibowo (2016) a strong foundation with leadership competence and organizational culture is needed. Where competence is an individual characteristic that underlies performance or behavior in the workplace, influenced by: (a) knowledge, abilities and attitudes; (b) work style, personality, interests, basic values, attitudes, beliefs and leadership style (Wibowo, 2016). For this reason, it is necessary to look further at the competence of employees of PT. Taspen (Persero) from one of the Main Branch Offices in Jakarta, as follows:

Table 3: JAKARTA KCU EMPLOYEE COMPETENCE

CRITERIA	NUMBER OF EMPLOYEES			
	th. 2020 (267 people)	Percentage	th. 2021 (242 people)	Percentage
- Highly Recommended	13	0. 048689	13	0. 053719
- Recommended	27	0. 101124	22	0. 090909
- Not yet Recommended	2	0. 007491	18	0. 07438
- Not Recommended	29	0. 108614	30	0. 123967
Description:				
Amount which Considered	71	0. 265918	83	0. 342975
Assessment results	40	0. 149813	35	0. 144628

Source: HCD PT. Taspen (Persero), Processed in 2022

The table above illustrates that there are employee competencies that are considered from the number of employees in 2020 of 267 people, only 71 employees at 26.59% and through various assessments / assessments that only 14.98% or 40 people consisting of 13 people are very suggested and 27 people only suggested. These employees can later be projected/promoted as leaders, but in 2021 those considered will increase to 83 people by 34.29% but there is a slight decrease in the assessment or assessment of 14.46% or by 35 people consisting of 13 people it is highly recommended and 22 people suggested. Achievement of the competence above is actually at PT. Taspen (Persero) expects that each individual in the company can produce a complete performance and achieve success according to what the company expects. However, the realization is that not all employees can be considered as competent, and all of them have a process that must be followed according to existing regulations.

Human resource management (HR) at PT. Taspen (Persero) in order to improve employee competence has become an organizational culture, but it is not optimal due to many factors, including the role of transformational leadership and Employee Engagement in work that needs to be continuously encouraged. Therefore, the authors are interested in conducting research on transformational leadership on employee competence through Employee Engagement and organizational culture. Where research on the competence of employees both domestically and abroad is still relatively small. While most employee competencies are predictors of employee performance and competence is generally measured only on skills and knowledge that are more empirical. Even though competence in the current era is more demanded on behavioral competence which is based on personality characteristics with psychological motives from employees which are more difficult to measure/research.

Moreover, in previous research, there was a research gap in research results where every relationship or linkage between variables has a reciprocal effect and differs in the results of one study with another either partially or jointly on competency, and relatively still little research on competence when compared with the performance of very many employees. Therefore this employee competency is interesting to study, because moreover there are many

factors that influence it. So that the significance of this research is the rationale for the importance of the author raising the title of the influence of transformational leadership on employee competence through Employee Engagement and organizational culture at PT. Taspen (Persero) KCU Jakarta.

MATERIALS AND METHODS
Employee Competency
Employee competence can help companies know the potential of their employees and how far an employee will try to provide the best work for the company. Therefore, it is necessary to understand several competency concepts according to the following experts: According to Spencer and Spencer (2004: 297) suggests that individual competence is the character of attitudes and behavior or individual abilities that are relatively stable when facing situations in the workplace which are formed from the synergy between character, self-concept, internal motivation, and certainty of contextual knowledge. This definition of competence illustrates that the character of a person's attitude and behavior tends to be the same in response to workload depending on the ability and motivation they have. This is also strengthened. According to Spencer & Spencer as revealed by Ruky (2003) competence is a basic characteristic of a person that influences the way of thinking and acting, makes generalizations about all situations encountered, and lasts quite a long time in humans. Competence is durable, because it is in the deepest realm, in influencing behavior [3].

Rampersad (2012: 44) defines competence as a collection of knowledge, experience, skills, values and norms, as well as behaviors needed to complete work and the basis for the statement of success and personal well-being. In this context competence or human capital is seen as a combination of knowledge, skills, innovativeness and abilities of individual members of the organization that can be used for more professional services. From

the definitions of competence above, the writer can conclude that competence is an ability and characteristic which includes knowledge, skills and attitudes that underlie a person's behavior in an effort to achieve good performance in his work. This was also reinforced by Wasto Wyatt in Ruky, (2003) who further defines competency as a combination of skills, knowledge, and attitude. These skills, knowledge, and behaviors can be observed and critically applied to the success of an organization and work performance as well as the personal contribution of employees to their organization [3].

Thus, competence can be drawn the notion of employee competence is the ability to carry out or carry out a job/task which is a combination of skills and knowledge and work attitude, with responsibility for doing work, both regarding ability and taking risks as well as personality characteristics both behavior and psychological motives.

Transformational Leadership
Transformational leadership was first introduced by Burn JM in 1978 in his book "Leadership" which has a very important role in the sustainability of the organization. The direction and movement of individuals within the organization can be influenced by the effectiveness of the existing leadership within the organization. According to Bernard Bass (2006) says the following: Transformational leaders change the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by building a climate of trust where visions can be shared. This is reinforced by Bernard Bass (2006) who operationally defines transformational leadership as "Leadership and performance beyond expectations" or leadership and performance beyond future expectations [4].

Hellriegel, Slocom, and Woodman, (2011) stated that: Transformational leadership is a leader who is able to anticipate future developments in the organizational

environment, is able to inspire and shape the leadership spirit of others. Thus that transformational leadership can develop others to become better leaders and anticipate the changes that will come. Transformational leadership is a leader who is able to anticipate future trends of change and provide inspiration, trust, example, and motivation to subordinates in a consistent and sustainable manner. Thus, the attitudes and behavior of other people or subordinates become more effective and productive in achieving organizational goals and values [6].

According to Jason A. Colquitt, Jeffery A. Lepine and Michael J. Wesson (2015; 477) in the book "Organizational Behavior" where to understand leaders to be more transformational, it turns out that the full spectrum of transformational leadership can be briefly explained using four 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'" [8].

For this reason, it can be concluded from the above understanding that transformational leadership is a leadership style that has influence in four dimensions, namely: idealized influence, inspiration motivation, intellectual stimulation, and individualized consideration.). For this reason, the dimensions used from the above understanding, that transformational leadership is a leadership style that has a dimension of influence on the ability to motivate, consist of a sincere communication process and encourage creative thinking, as well as having a dimension of influence in inspiring subordinates or employees in carrying out tasks consisting of exemplary, receiving input. from subordinates and build employee / employee commitment.

Employee Engagement

Every effort made by the company will always require the participation or involvement of all members in order to achieve company goals. Employee engagement, or commonly called employee engagement, was first defined by Kahn in the 1990s, namely as an effort to involve members of the organization in order to know their role at work. According to Robbins (2002) employee engagement is a participatory process that uses the full capacity of workers and is designed to increase commitment for the success of the company. Commitment where employees really care about their job and company. With this commitment, they don't worry about salary or promotion issues, but work on behalf of the company's goals [9].

Garber (2007) mentions employee engagement is something that companies encourage and expect by their leaders to create conditions for their workforce, it is important to ensure that it is viewed positively not only in all cultures in which companies do business, but also in the culture represented by their employees. (Garber, 2007). Furthermore, Garber emphasized that Employee Engagement is the extent to which employees have confidence in the organization and its management). [11].

According to Macey and Schneider (2008) in Albrecht's book (2010): says that Employee Engagement is a desired condition, has organizational goals, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so that it has an attitude and behavior component). [11].

Thus it can be synthesized that Employee Engagement is positive attitudes and feelings held by employees by being aware of the business context being carried out, willing to work together with colleagues to improve performance in order to achieve organizational goals, marked by enthusiasm with strong energy indicators and mental resilience at work, along with dedication with indicators of a sense of meaning, enthusiasm and being challenged by work. Furthermore, absorption/absorption with indicators is concentrated in work and it is difficult to separate time and work to

improve competence in order to achieve organizational goals.

Organization Culture

Organizational culture is a term used to describe a system of shared values, beliefs and creates norms of behavior to guide the activities of organizational members. According to Luthans (2003), "organizational culture is the norms and values of an organization that will behave in accordance with the prevailing culture in order to be accepted by its environment. Organizational culture can be seen as a system" [9].

Robbins and Judge (2007) stated that organizational culture is a shared meaning system of primary values that are shared and valued by the organization, which functions to create clear differences between one organization and another [9].

Meanwhile, Wibowo (2011) "organizational culture is the basic philosophy of the organization which includes shared beliefs, norms, and values which are the core characteristics of how to do things in the organization" [1, 2].

Based on the definition made above, it can be synthesized that organizational culture is a guideline within an organization in which values, norms and beliefs are summarized which become a guide for how to achieve organizational goals, by measuring the understanding of developing values and behavior habits from integrity, professionalism, innovation and competitive.

Thus the description of the theory that can be made a framework of thinking with relevant previous research results, the structural model scheme can be described as follows:
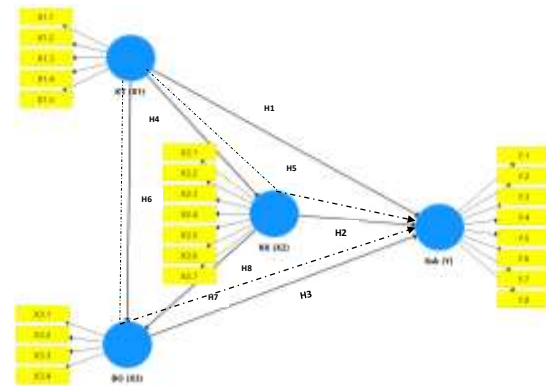

Image 1: Path Diagrams Model

Description:
KsK : Employee Competency (Y)
KT : Transformational Leadership (X1)
KK : Employee Engagement (X2)
BO: Organizational Culture (X3)

Framework Think

Based on the theories and concepts above, such as employee competence, it can be understood that the ability to carry out or carry out a job/task which is a combination of skills and knowledge and work attitude, with responsibility for doing work, both regarding ability and taking risks as well as personality characteristics both behavior and motives are psychological. Meanwhile, Zwell (2005) defines characteristics into five competency categories, namely; Task Achievement, Relationship, Personal Attributes, Managerial and Leadership. Meanwhile Robbins and Judge (2008), transformational leaders are leaders who inspire their followers to convey their personal interests for the good of the organization and are able to have extraordinary influence on their followers [9].

Furthermore, Garber above emphasized that Employee Engagement is the extent to which employees have confidence in the organization and its management. This will foster attitudes and behaviors that lead to increased employee competence, so that transformational leadership and employee engagement are inseparable relationships in developing employee competence. According to Macey and Schneider (2008) in Albrecht's book (2010): says that

Employee Engagement is a desired condition, has organizational goals, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so that it has an attitude and behavior component [11].

The competence in question cannot be avoided, it has even become the company's slogan that employee competence is a job requirement in achieving company goals. Commitment, consistency and continuity in the competence of employees in the company experience ups and downs over time. Therefore organizational culture becomes a guideline within an organization in which values, norms and beliefs are summarized which become a guide for how to achieve organizational goals. Even Zweel (2000) also mentions that organizational culture influences the competence of human resources in every activity. Therefore, the author's frame of mind, wants to know the relationship or linkage of transformational leadership factors, Employee Engagement supported by organizational culture on employee competence at PT. Taspen (Persero) Main Branch Office (KCU) Jakarta

This the narrative from the framework of a structural model above, the research hypothesis can be explained as follows:

1. Transformational Leadership (X1) has a positive effect on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta.
2. Employee Engagement (X2) has a positive effect on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta.
3. Organizational Culture (X3) has a positive effect on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta.
4. Transformational Leadership (X1) has a positive effect on Employee Engagement (X2) at PT. Taspen (Persero) KCU Jakarta.
5. Transformational Leadership (X1) has a positive effect on Organizational Culture (X3) at PT. Taspen (Persero) KCU Jakarta.
6. Employee Engagement (X2) has a positive effect on Organizational Culture (X3) at PT. Taspen (Persero) KCU Jakarta
7. Transformational Leadership (X1) through Employee Engagement (X2) has a positive effect on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta.
8. Transformational Leadership (X1) through Organizational Culture (X3) has a positive effect on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta.
9. Employee Engagement (X2) through Organizational Culture (X3) has a positive effect on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta.

RESEARCH METHODS

This research method uses quantitative research methods, with data collection techniques using survey methods, namely by distributing questionnaires online (google form survey) to all employees of PT. Taspen (Persero) Jakarta Main Branch Office as many as 242 employees as a population. While the samples were taken using non-probability sampling, namely using a convenience sample, a sample of 152 respondents, with a Likert scale of 5 points. Meanwhile, according to Sekaran, Hair et al., Tabachic & Fidel in Augusty Ferdinand (2014: 173) in Structural Equation Modeling (SEM) analysis requires a sample of at least five (5) times the number of variable parameters. While the parameters of the researchers as many as 24 parameters. So this research requires a minimum sample of 24 X 5 = 120 samples.

The data analysis technique used in this study begins with descriptive analysis, namely by describing the characteristics of each research variable. Then using Structural Equation Modeling with Smart PLS Software version 3.0 which is based on variance based on the type of data collected

and its relevance to the research objectives. This begins with an analysis of structural model equations, testing of measurement models (both Outer Model and Inner Model), and testing of hypotheses by looking at direct and indirect effects. So find the Structural Equation Model as follows:

$$Y = \beta_1 X_1 + \beta_2 X_2 \ldots \ldots \beta_n X_n$$

RESULTS
Measurement Model Testing (Outer Model)
Testing the outer model is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable). Analysis of the outer model

measurement model is divided into two (2), namely:

1. Convergent Validity
Convergent validity aims to determine the validity of each relationship between indicators and constructs. Convergent validity with reflective indicators is assessed based on the correlation between item scores or component scores with construct scores or construct scores estimated with the SmartPLS 3.0 program. With a loading factor value that has high validity if it has a value greater than 0.7 (Ghozali, 2014) . After processing the data using SmartPLS 3.0, the measurement results for each latent construct indicator are obtained as follows:

Table 4: *Loading Factor*

No	Variable	Loading Factor Value
1	Leadership Transformational (X1)	
	X1. 1	0. 103
	X1. 2	0. 919
	X1. 3	0. 118
	X1. 4	0. 837
	X1. 5	0. 742
2	Employee Engagement (X2)	
	X2. 1	0. 862
	X2. 2	0. 132
	X2. 3	0. 820
	X2. 4	0. 842
	X2. 5	0. 825
	X2. 6	0. 864
	X2. 7	0. 881
3	Organization Culture (X3)	
	X3. 1	0. 931
	X3. 2	0. 267
	X3. 3	0. 850
	X3. 4	0. 907
4	Competence Employee (Y)	
	Y. 1	-0. 222
	Y. 2	0. 915
	Y. 3	0. 718
	Y. 4	0. 911
	Y. 5	-0. 021
	Y. 6	0. 928
	Y. 7	0. 732
	Y. 8	0. 854

Source: SmartPLS output, processed (by the initial researcher)

Based on the results of the data processing shown in the table above, it can be seen that the loading factor values for several indicators of each variable do not meet the criteria with a loading factor result of <0.70, which is an indicator of a sincere communication process (X1.1) with a value of 0.103 , an indicator of mental resilience at work (X2.2) with a value of 0.132, an

exemplary indicator (X1.3) with a value of 0.118, a skills indicator (Y.1) with a value of -0.222, and an indicator of ability (Y.5) with a value of -0.021. so, it can be concluded that the indicator has a low level of validity and does not meet convergent validity. While the remaining indicators meet the criteria with a loading factor > 0.70 so it can be concluded that these indicators

have a high level of validity and are sufficient to meet convergent validity.

Besides being seen from the factor loading value, convergent validity can also be seen from the Average Variance Extracted (AVE) value. The results of data processing using SmartPLS 3.0 for the AVE value are obtained by processing two (2) times and producing the output below:

Table 5: *Results AVE*

Variable	AVE value
Leadership Transformational (X1)	0. 720
Employee Engagement (X2)	0. 699
Organization Culture (X3)	0. 721
Employee Competence (Y)	0. 812

Source: output SmartPLS, Processed

Based on the table above, the Average Variance Extracted (AVE) value for each construct must be above 0.5. The largest AVE value is in the employee competency variable (Y) of 0.812; organizational culture

(X3) with a value of 0.721, and transformational leadership variable (X1) with a value of 0.720, and Employee Engagement variable (X2) with a value of 0.699. Shows that there are variables with AVE values greater than (>) 0.5, meaning that there are no convergent validity problems in the model being tested.

a. Discriminant Validity (Discriminant Validity)

The method that can be used to test discriminant validity is to look at the cross loading value. The model has better discriminant validity if the correlation value of the latent construct with its indicators is greater than the correlation value with other constructs. The following table shows the results of the discriminant validity of the research model with the cross loading values as follows:

Table 6: *Cross Loading Value*

Indicator	Leadership Transformational (X1)	Employee Engagement (X2)	Organization Culture (X3)	Employee Competence (Y)
X1. 2	0. 920	0. 792	0. 782	0. 828
X1. 4	0. 844	0. 686	0. 554	0. 816
X1. 5	0. 733	0. 725	0. 535	0. 580
X2. 1	0. 813	0. 864	0. 707	0. 718
X2. 3	0. 697	0. 819	0. 518	0. 603
X2. 4	0. 712	0. 840	0. 686	0. 578
X2. 5	0. 770	0. 827	0. 600	0. 726
X2. 6	0. 759	0. 863	0. 601	0. 625
X2. 7	0. 710	0. 881	0. 781	0. 553
X3. 1	0. 738	0. 772	0. 931	0. 663
X3. 3	0. 574	0. 667	0. 856	0. 529
X3. 4	0. 716	0. 633	0. 914	0. 696
Y. 2	0. 755	0. 585	0. 649	0. 915
Y. 3	0. 612	0. 595	0. 562	0. 721
Y. 4	0. 785	0. 679	0. 627	0. 914
Y. 6	0. 821	0. 656	0. 639	0. 927
Y. 7	0. 699	0. 645	0. 518	0. 734
Y. 8	0. 848	0. 658	0. 582	0. 854

Source: output Smart PLS, Processed

The table above shows that the cross loading value of each indicator on the construct is greater than the correlation value of the other latent constructs. The cross loading value on the indicator of each construct is better than the cross loading value on the other blocks. From the results of the analysis of the table above it appears that there are no discriminant validity problems.

b. Reliability Construct

To ensure that there are no problems related to measurement, the next step in evaluating the outer model is to test the unidimensionality of the model. The unidimensionality test was carried out using indicators of composite reliability and Cronbach alpha. The results of data processing using Smart PLS 3.0 obtained the Construct Reliability and Validity output table below this*:*

Table 7: Output Construct Reliability and Validity

Construct Reliability and Validity				
Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
KsY (Y)	0.920	0.930	0.938	0.720
ICT (X1)	0.780	0.803	0.874	0.699
KK (X2)	0.923	0.925	0.939	0.721
BO (X3)	0.884	0.895	0.928	0.812

Source: output SmartPLS Researcher

The table above shows that all variables in the research model must have a composite reliability value of more than 0.7 and a Cronbachs alpha value of more than 0.6. For these two indicators the cut-off point is 0.7. (Ghozali: 2014). So it can be concluded that transformational leadership (X1), Employee Engagement (X2), organizational culture (X3) and employee competence (Y) have good reliability above the minimum value required [13].

Structural Model Testing (Inner Model)

Testing the inner model or structural model can be done by looking at the value of the coefficient of determination R2, the value of the path coefficient, the effect size (f2), and predictive relevance (Q2). To validate the overall structural model, Goodness of Fit (GoF) is used. GoF index is a single measure to validate the performance of the combined measurement model and structural model. This GoF value is obtained from the square root of the average communalities index multiplied by the average R2 value of the model. The GoF values range from 0 to 1 with the interpretation of the values: 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF). Furthermore, testing the inner model or structural model can be done by looking at the value of the coefficient of determination R2, the value of the path coefficient, the effect size (f2), and predictive relevance (Q2), namely:

1. Coefficient of Determination (R^2)

According to Chin (1998) in Haryono the R2 criterion consists of three classifications, namely: R2 values of 0.67, 0.33, and 0.19 as substantial, moderate, and weak. The results of data processing using Smart PLS 3.0 are presented with the output of the Coefficient of Determination (R2) below:

R Square

Matrix	R Square	R Square Adjusted		
			R Square	R Square Adjusted
KsK (Y)			0.810	0.806
KK (X2)			0.770	0.769
BO (X3)			0.618	0.613

Image 2: R Square

The value of R2 in this study is used to see the substantive effect of transformational leadership (X1) on endogenous variables such as employee competence (Y) of 0.810, meaning that the Employee Competency variable (Y) can be explained by the Transformational Leadership variable (X1), Employee Engagement Variable (X2) and Organizational Culture (X3) of 81%, while the remaining 19% is explained by other variables outside those studied. The following is transformational leadership (X1) for endogenous variables such as Employee Engagement (X2) of 0.770, meaning that the Employee Engagement variable (X2) can be explained by the Transformational Leadership variable (X1) of 77%, while the remaining 23% is explained by other variables outside those studied. Furthermore, transformational leadership (X1) to endogenous variables such as Organizational Culture (X3) is 0.618, meaning that Organizational Culture variable (X3) can be explained by Transformational Leadership (X1) and Organizational Culture variables of 61.8%,

while the remaining 38.2% is explained by other variables outside the studied.

2. Path Coefficient (β)

Seeing the significant influence of transformational leadership (X1), Employee Engagement (X2), Organizational Culture (X3) on Employee competence (Y), which can be seen from the path coefficient (path coefficient) which describes the strength of the relationship between constructs. The results of data processing using Smart PLS 3.0 are described in the output of the Path Coefficient (β) below:

Image 3: Path Coefficients

Based on the output above, it shows that all paths have a coefficient value greater than 0.1, which means significant, namely: Transformational leadership (X1) to employee competence (Y) has a path coefficient value of 0.990 greater than 0.1, which means it is significantly proportional. Employee Engagement (X2) on employee competency (Y) has a path coefficient value of -0.208 which is less than -0.1, which means it is significant inversely. Organizational culture (X3) on employee competency (Y) has a path coefficient value of 0.115 greater than 0.1, meaning that it is directly proportional. Meanwhile, transformational leadership (X1) on employee engagement (X2) has a path coefficient value of 0.878 greater than 0.1, which means that it is directly proportional. Transformational leadership (X1) on organizational culture (X3) has a path coefficient value of 0.355 greater than 0.1, meaning it is directly proportional. While Employee Engagement (X2) on organizational culture (X3) has a path coefficient value of 0.456 greater than 0.1. This means that one path in the research model, namely Employee Engagement (X2) on employee competence (Y) has a significant value and is directly proportional.

3. Size Influence Size (f 2)

The effect size value (f2) is used to see whether the influence of transformational leadership mastery (X1), Employee Engagement (X2), organizational culture (X3) and employee competence (Y) has a substantive effect. The results of data processing using Smart PLS 3.0 obtained the output effect size value (f2) below:

Image 4: F Square

According to Cohen (1988) in Ghozali and Latan (2014) the effect size (f2) is 0.02-0.15 exogenous latent variables have a small effect, 0.15-0.35 exogenous latent variables have a moderate effect, and >0.35 exogenous latent variables have a strong influence. As for the results of the calculation of f2 in the research model above, there are four paths with exogenous latent variables that have a small effect on endogenous latent variables, namely Employee Engagement (X2) on employee competence (Y) of 0.047, Employee Engagement (X2) on organizational culture (X3) of 0.125, organizational culture (X3) on employee competency (Y) of 0.027, and transformational leadership (X1) on organizational culture (X3) of 0.076. Then there are two paths with exogenous latent variables on endogenous latent variables that have a strong influence, namely Employee Engagement (X1) on employee competence (Y) of 1.102 and transformational leadership (X1) on Employee Engagement (X2) of 3.353.

4. predictive Relevance (Q $^{2)}$

Predictive relevance (Q2) serves to validate the model. The Q2 value is used to measure how well the observed values are produced by the model and also the parameter estimates. This measurement is suitable if the endogenous latent variable has a reflective measurement model. The results of Q2 predictive relevance are said to be good if the value is > 0 which indicates a good (appropriate) exogenous latent variable as an explanatory variable capable of predicting the endogenous variable. To calculate predictive relevance (Q2) the formula can be used:

$Q2 = 1 - (1 - R1)(1 - R2)... (1 - R2n)$

R^2 is the coefficient of determination which is part of the total variation in the dependent variable that is explained by the variation in the independent variable. The results of manual calculations for endogenous latent variables obtained values:

$Q^2 = 1 - (1 - 0.810)(1 - 0.770)(1 - 0.618) = 0.983$

These results indicate that the model has a Q2 value that is greater than 0 (zero), so the predictions made by the model are considered relevant.

5. Test Compatibility Model (GoF): Goodness of Fit

Goodness of Fit (GoF) is used to validate the overall structural model. GoF index is a single measure to validate the performance of the combined measurement model and structural model. This GoF value is obtained from the square root of the average communalities index multiplied by the average R2 value of the model. According to Tanenhau in Husein (2015) it is stated that the GoF values range from 0 to 1 with the interpretation of the values: 0.1 (small GoF), 0.25 (moderate GoF), and 0.38 (large GoF). Then the results of Gof's calculations in the research model are as follows:

Table 8: *Goodness of Fit* (GoF)

	Saturated Model	Estimated Model
SRMR	0. 121	0. 121
d ULS	2,485	2,485
d G	3,560	3,560
Chi-Square	1975,790	1975,790
NFIs	0. 532	0. 532

Source: output Smart PLS, Processed

Based on the GoF table above, a value of 0.532 is obtained so that it can be concluded that the model fit test has a large GoF and the greater the GoF value, the more suitable it is in describing the research sample.

Hypothesis Based on Test Results

Hypothesis testing using smart PLS for each relationship was carried out using the bootstrapping method for the sample. Hypothesis testing in this study was carried out by looking at the T-Statistics value on each influence path. If the statistical value obtained is greater (>) than ttable 1.645 (1 tail) at α = 5% and P value <0.05, it means that there is an influence and it is significant. Then the hypothesis between variables can be accepted, or vice versa. The criteria for testing the hypothesis are as follows:

H0: $\gamma \leq 0$, meaning that there is no positive effect

Ha: $\gamma > 0$ meaning there is a positive influence

a. Direct effect

Table 9: Results Testing Analysis Influence Live Between Variable

Hypothesis	Path	Path Coefficients	T Statistics	P Values	Information
H1	KT (X1) -> KsK (Y)	0. 990	11. 517	0. 000	Positive and significant
H2	KK (X2) -> KsK (Y)	-0. 208	1,859	0. 032	Negative and significant
H3	BO (X3) -> KsK (Y)	0. 115	1,656	0. 049	Positive and significant
H4	KT (X1) -> KK (X2)	0. 878	29,005	0. 000	Positive and significant
H5	KT (X1) -> BO (X3)	0. 355	2,333	0. 010	Positive and significant
H6	KK (X2) -> BO (X3)	0. 456	3,052	0. 001	Positive and significant

Source: output Smart PLS, Processed

From the table above, there are five (5) paths that have a direct influence, and it is proven that there is a positive and significant influence. Except for one (1) variable Employee Engagement (X2) on Employee Competence (Y) has a path coefficient of -0.208 and has a t count of 1.859 > table of 1.645 which means there is a negative effect and a P value of 0.032 <0.05 which means it is significant. Furthermore, there is a test of indirect effects, as follows

Table 10: Results Testing Analysis Influence Not Live

Hypothesis	Path	Path Coefficients	T Statistics	P Values	Information
H7	KT (X1) -> KK (X2) -> KsK (Y)	-0. 182	1,820	0. 035	Negative and significant
H8	KT (X1) -> BO (X3) -> KsK (Y)	0. 041	1. 008	0. 157	Positive and not significant
H9	KK (X2) -> BO (X3) -> KsK (Y)	0. 053	1,834	0. 034	Positive and significant

Source: Outputs Smart PLS Researcher

The table above illustrates the seventh hypothesis testing of transformational leadership variable (X1) on employee competence (Y) through Employee Engagement (X2) has a path coefficient of -0.182 which has a negative and significant effect. The following is the eighth hypothesis testing of the variable transformational leadership (X1) on employee competence (Y) through organizational culture (X3) which has a path coefficient of 0.041 which has a positive and not significant effect. Furthermore, testing the ninth hypothesis of the Employee Engagement variable (X2) on employee competence (Y) through organizational culture (X3) has a path coefficient of 0.053 which has a positive and significant influence. While testing the tenth and eleventh hypotheses had a very low and significant positive effect, no hypothesis testing was carried out.

DISCUSSION
This from the results of hypothesis testing, the influence of the research variables on the above model can be explained as follows:

1. Transformational Leadership (X1) on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta, has a direct path coefficient of 0.99 at a significance level of α = 5% and has a t count of 11.517 > table of 1.645 which means there is a positive influence and a P value of 0.000 <0.05 which means it is significant. This shows that there is a positive and significant influence of transformational leadership (X1) on employee competency (Y).

2. Employee Involvement (X2) on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta. has a direct path coefficient of -0.208 at a significance level of α = 5% and has a t count of 1.859 > a table of 1.645 which means there is a negative effect and a P value of 0.032 <0.05 which means it is significant. This shows that there is a negative and significant influence between Employee Engagement (X2) on Employee Competence (Y).

3. Organizational Culture (X3) on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta, has a direct path coefficient of 0.115 at a significance level of α = 5% and has a t count of 1.656 > table of 1.645 which means there is a positive influence and a P value of 0.049 <0.05 which means it is significant. This shows that there is a positive and significant influence between Organizational Culture (X3) on employee competence (Y).

4. Transformational Leadership (X1) on Employee Engagement (X2) at PT. Taspen (Persero) KCU Jakarta, has a direct path coefficient of 0.877 at a significance level of α = 5% and has a t count of 29.005 > table of 1.645 which means there is a positive influence and a P value of 0.000 <0.05 which means it is significant. This shows that there is a positive and significant influence of transformational leadership (X1) on employee engagement (X2).

5. Transformational Leadership (X1) on Organizational Culture (X3) at PT. Taspen (Persero) KCU Jakarta, has a direct path coefficient of 0.355 at a significance level of $\alpha = 5\%$ and has a t count of 2.333 > table of 1.645 which means there is a positive influence and a P value of 0.010 <0.05 which means it is significant. This shows that there is a positive and significant influence of transformational leadership (X1) on Organizational Culture (X3).

6. Employee Involvement (X2) on Organizational Culture (X3) at PT. Taspen (Persero) KCU Jakarta, has a direct path coefficient of 0.456 at a significance level of $\alpha = 5\%$ and has a t count of 3.052 > table 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 shows that there is a positive and significant influence between Employee Engagement (X2) on Organizational Culture (X3).

7. Transformational Leadership (X1) through Employee Engagement (X2) on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta, has an indirect path coefficient of -0.182 at a significance level of $\alpha = 5\%$ and has a t count of 1.820 > table of 1.645 which means there is a negative effect and a P value of 0.035 <0.05 which means it is significant. This shows that there is a negative and significant influence between Transformational Leadership (X1) through Employee Engagement (X2) on Employee Competence (Y).

8. Transformational Leadership (X1) through Organizational Culture (X3) on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta, has an indirect path coefficient of 0.041 at a significance level of $\alpha = 5\%$ and has a t count of 1.008 < table of 1.645 which means there is no effect and a P value of 0.035 <0.05 which means it is not significant. This shows that there is no significant influence between Transformational Leadership (X1) through Organizational Culture (X3) on Employee Competence (Y).

9. Employee Engagement (X2) through Organizational Culture (X3) on Employee Competence (Y) at PT. Taspen (Persero) KCU Jakarta, has an indirect path coefficient of 0.053 at a significance level of $\alpha = 5\%$ and has a t count of 1.834 > table of 1.645 which means there is an influence and a P value of 0.034 <0.05 which means it is significant. This shows that there is a positive and significant influence between Employee Engagement (X2) through Organizational Culture (X3) on Employee Competence (Y).

CONCLUSION

1. Transformational Leadership (X1) has a positive and significant effect on Employee Competence (Y) which shows that the better transformational leadership is, the stronger it proves in increasing employee competency at PT. Taspen (Persero) KCU Jakarta.

2. Employee Engagement (X2) has a negative and significant effect on Employee Competence (Y) which indicates that Employee Engagement is increased, so it is not directly proportional to the increase in employee competence at PT. Taspen (Persero) KCU Jakarta.

3. Organizational Culture (X3) has a positive and significant effect on Employee Competence (Y) which indicates that organizational culture is improved, so employee competency at PT. Taspen (Persero) KCU Jakarta.

4. Transformational Leadership (X1) has a positive and significant effect on Employee Engagement (X2) which shows that transformational leadership is getting better, it is proven that the higher Employee Engagement at PT. Taspen (Persero) KCU Jakarta.

5. Transformational Leadership (X1) has significant and significant influence on Organizational Culture (X3) which shows that transformational leadership is

getting better, it is proven to increase organizational culture at PT. Taspen (Persero) KCU Jakarta.

6. Employee Engagement (X2) has a positive and significant effect on Organizational Culture (X3) which shows that Employee Engagement is increasing, so it is proven that the organizational culture is getting better at PT. Taspen (Persero) KCU Jakarta

7. Transformational Leadership (X1) through Employee Engagement (X2) has a negative effect on Employee Competence (Y) which shows that transformational leadership encourages Employee Engagement proven to be less mediating (partial mediation) and is not directly proportional to employee competence at PT. Taspen (Persero) KCU Jakarta.

8. Transformational Leadership (X1) through Organizational Culture (X3) has an effect on Employee Competence (Y) which shows that transformational leadership pushes through organizational culture proven to be very less mediated (partial mediation) in increasing employee competency at PT. Taspen (Persero) KCU Jakarta.

9. Employee Engagement (X2) through Organizational Culture (X3) has a positive and significant effect on Employee Competence (Y) which indicates that Employee Engagement in promoting organizational culture is proven to be very lacking in mediating (partial mediation) employee competence at PT. Taspen (Persero) KCU Jakarta.

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