

THE EFFECT OF EMPLOYEE COMPETENCE AND LEADERSHIP ON ORGANIZATIONAL PERFORMANCE WITH WORK CULTURE AS A MODERATING VARIABLE IN EFIYANTO TRADING BUSINESS

Mesriana Yustina Zega*, Elazhari & Cut Sah Kha Mei Zsazsa
Universitas Pembinaan Masyarakat Indonesia Medan, Indonesia
Email: yustinazegamesriana@gmail.com

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Abstract

This study aims to examine the influence of employee competence and leadership on organizational performance at Efiyanto Trading Company, with work culture as a moderating variable. The research method used was quantitative, with a sample size of 40 people. Primary data collection techniques included observation, interviews, and questionnaires, and were tested using validity and reliability tests. This quantitative research method employed path analysis. The results showed that employee competence and leadership had a positive and significant effect on organizational performance. Work culture moderated the relationship between employee competence, leadership, and organizational performance. Employee competence contributed 49.6% to performance, while leadership contributed 52.9%. Simultaneously, employee competence, leadership, and work culture explained 69.2% of the variance in organizational performance. This study recommends improving employee competence through training, enhancing leadership quality through emotional intelligence development, and strengthening a positive work culture at Efiyanto Company to sustainably improve organizational performance.

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

A. INTRODUCTION

The era of globalization has brought profound changes to human life, marked by increasing interconnectedness among nations and the accelerated flow of information through advances in information and communication technology, which in turn intensifies international relations and global competition (Dessler, 2020). In this context, human resources (HR) have become a critical strategic asset for organizations in enhancing competitiveness and sustaining organizational operations in the modern era (Becker & Huselid, 1998). Organizational performance is therefore a key indicator in assessing the effectiveness and efficiency of both public and private organizations, including Efiyanto Trading Enterprises, as it reflects the quality of service delivery and the effectiveness of governance practices (Armstrong & Taylor, 2020). Previous studies consistently indicate that organizational performance is strongly influenced by human resource factors, particularly employee competency and leadership (Boyatzis, 2008; Northouse, 2022). Employee competency encompasses the knowledge, skills, and work attitudes that enable individuals to perform their roles effectively and efficiently, yet Efiyanto Trading Company continues to face challenges such as limited training opportunities, inadequate human resource development, and suboptimal performance evaluation systems (Spencer & Spencer, 1993).

Furthermore, leadership plays a pivotal role in shaping employee behavior and performance, as leadership style determines how effectively leaders can direct, motivate, and inspire subordinates to achieve organizational objectives (Northouse, 2022). Work culture also emerges as an important contextual factor that can strengthen or weaken the influence of employee competency and leadership on organizational performance, as it represents shared values, norms, and work practices that guide employee behavior within the organization (Schein, 2017). However, many organizations still encounter obstacles in building strong organizational performance, including inefficiencies in service processes, low professionalism, and limited stakeholder participation. Based on these conditions, this study aims to analyze the influence of employee competency and leadership on organizational performance, with work culture positioned as a moderating variable at Efiyanto Trading Compan

B. LITERATURE REVIEW

Employee Competencies

Spencer & Spencer (in Palan, 2007:6), in their research by Muslimah (2016), defined competency as the foundation possessed by each individual to meet the necessary criteria, especially for holding a desired position. Spencer (1993) in Alfin Rosiadi (2019:49) defines competency as the basic characteristics possessed by each individual that are causally related to meeting the necessary criteria for holding a position. Edison, Anwar & Komariyah (2018) state several dimensions of employee competency, as follows:

1. Knowledge

Job-related knowledge includes

- Understanding and comprehending knowledge presented in detail.
- Reviewing knowledge related to procedures, laws, and new techniques in government institutions.

2. Skills

Individual strengths include the following:

- Ability to communicate well in writing.
- Ability to communicate clearly and concisely.

3. Attitude

Individual characteristics include:

- Ability to communicate effectively and creatively at work.
- High work ethic.

Leadership

Bashori, B. (2016), defines leadership as a strategic management function within the system and hierarchy of work and responsibility within an organization. Leadership has a broader understanding of power because it is an effort to influence people not only to do what their superiors want but also to achieve organizational goals. Robbins and Judge (2015) define leadership as having three dimensions:

1. Leadership Style

- Transformational Leadership
- Transactional Leadership
- Decision Making
- Decision-making Ability

2. Motivation

- Ability to encourage employees

- Ability to build work ethic

Organizational Performance

According to Prawirosentono (1999) cited in Akhmad Fauzi (2020:3), performance is the result achieved by an individual or a group within an organization in accordance with their authority and responsibilities, in order to attain organizational goals lawfully—without violating legal provisions and in line with moral values and ethics. Sutrisno (2011), as referred to in the study by Ginting, N. B. (2018), states that employee performance consists of four main dimensions:

1. Effectiveness and Efficiency
 - The ability to plan each task that must be carried out.
 - The ability to complete assigned tasks properly.
2. Authority and Responsibility
 - Employees' awareness of the duties and responsibilities that have been assigned to them.
3. Discipline
 - Compliance with rules established by the organization or institution.
 - The ability to complete work within predetermined deadlines.
4. Initiative
 - Employees' ability to propose ideas that can support the progress of the organization or institution.

Work Culture

Organizational culture, according to Sudaryo et al. (2018:106), is a set of shared values within an organization that serves as a guideline for employees in carrying out their duties to achieve organizational goals. Nawawi (2019) further explains that organizational culture is a value system that has been mutually agreed upon and obeyed by all organizational members. According to Edison et al. (2020:129), organizational culture has five primary dimensions:

1. Self-Awareness, reflected in efforts to improve performance.
2. Aggressiveness, demonstrated by setting challenging yet realistic goals.
3. Personality, expressed through a willingness to help one another.
4. Performance, evident in innovation to create useful new contributions.
5. Team Orientation, shown through strong communication skills.

C. RESEARCH METHODOLOGY

This study employs a quantitative approach, namely a method that uses numerical data to collect information, analyze phenomena, and draw objective conclusions. According to Sugiyono (2019:26), quantitative research is grounded in the philosophy of positivism and is characterized as empirical, measurable, rational, and systematic. This study aims to examine the effect of Employee Competence (X1) and Leadership (X2) on Organizational Performance (Y) through Work Culture (Z) at Usaha Dagang Efiyanto. The population of this study comprises all employees working at Usaha Dagang Efiyanto, totaling 40 individuals. Referring to Arikunto (2012:104), if the population is fewer than 100, the entire population can be used as the research sample. Therefore, the sampling technique applied is saturated sampling, also known as a census.

The analytical model used in this study is path analysis, which aims to assess both the direct and indirect relationships between the independent variables (Employee Competence and Leadership) and the dependent variable (Organizational Performance), as well as the moderating variable (Work Culture). Prior to conducting path analysis, the instrument was

tested for validity and reliability to ensure measurement accuracy. Next, classical assumption tests including normality, multicollinearity, and heteroscedasticity were performed to meet the requirements for regression analysis. The relationships among variables were tested using multiple linear regression, with the t-test for partial effects, the F-test for simultaneous effects, and the coefficient of determination (R^2) to identify the extent to which the independent variables explain the dependent variable.

D. RESULT AND DISCUSSION

Based on the data processing results from 40 respondents at Usaha Dagang Efiyanto, it is found that the majority of respondents are female (35 people), while male respondents total 5 people. In terms of the highest educational attainment, most respondents are senior high school graduates (70.0%), followed by bachelor's degree holders (S-1) (27.5%) and diploma (D-III) holders (2.5%). With respect to age characteristics, respondents are dominated by the 41–45-year age group (24%), followed by those aged 20–30 years (57.5%), under 20 years (20%), 31–35 years (19%), and the 25–30-year age group as the smallest proportion (14%). Overall, this composition indicates that respondents are predominantly individuals in the mid-productive age range with upper-secondary educational attainment.

Validity Test

Table 1. Validity Test

Variable	Item	Correlation	Sig	Inf
Employee Competence X1	X1.1	0.353	0,025	Valid
	X1.2	0.355	0,025	Valid
	X1.3	0.355	0,025	Valid
	X1.4	0.367	0,020	Valid
	X1.5	0.314	0,049	Valid
	X1.6	0.401	0,010	Valid
	X1.7	0.382	0,015	Valid
	X1.8	0.364	0,021	Valid
	X1.9	0.393	0,012	Valid
	X1.10	0.358	0,023	Valid
	X1.11	0.373	0,018	Valid
	X1.12	0.387	0,014	Valid
	X1.13	0.393	0,012	Valid
	X1.14	0.318	0,046	Valid

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	X1.15	0.329	0,038	Valid
	X1.16	0.418	0,007	Valid
	X1.17	0.330	0,038	Valid
	X1.18	0.353	0,025	Valid
	X1.19	0.329	0,038	Valid
	X1.20	0.353	0,025	Valid
	X2.1	0.362	0.362	Valid
	X2.2	0.370	0.370	Valid
	X2.3	0.379	0.379	Valid
	X2.4	0.369	0.369	Valid
	X2.5	0.333	0.333	Valid
	X2.6	0.446	0.446	Valid
	X2.7	0.334	0.334	Valid
	X2.8	0.321	0.321	Valid
Leadership	X2.9	0.376	0.376	Valid
X2	X2.10	0.433	0.433	Valid
	X2.11	0.420	0.420	Valid
	X2.12	0.450	0.450	Valid
	X2.13	0.565	0.565	Valid
	X2.14	0.596	0.596	Valid
	X2.15	0.451	0.451	Valid
	X2.16	0.357	0.357	Valid
	X2.17	0.350	0.350	Valid
	X2.18	0.328	0.328	Valid
	X2.19	0.363	0.363	Valid
	X2.20	0.343	0.343	Valid
	Y.1	0.390	0,013	Valid

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Employee Performance Y	Y.2	0.344	0,030	Valid
	Y.3	0.327	0,039	Valid
	Y.4	0.324	0,041	Valid
	Y.5	0.401	0,010	Valid
	Y.6	0.360	0,022	Valid
	Y.7	0.402	0,010	Valid
	Y.8	0.385	0,014	Valid
	Y.9	0.512	0,001	Valid
	Y.10	0.401	0,010	Valid
	Y.11	0.444	0,004	Valid
	Y.12	0.375	0,017	Valid
	Y.13	0.394	0,012	Valid
	Y.14	0.366	0,020	Valid
	Y.15	0.380	0,016	Valid
	Y.16	0.507	0,001	Valid
	Y.17	0.409	0,009	Valid
	Y.18	0.342	0,031	Valid
	Y.19	0.403	0,010	Valid
	Work Culture Z	Z.1	0.383	0,015
Z.2		0.352	0,026	Valid
Z.3		0.369	0,019	Valid
Z.4		0.384	0,015	Valid
Z.5		0.344	0,030	Valid
Z.6		0.590	0,000	Valid
Z.7		0.444	0,004	Valid
Z.8		0.398	0,011	Valid

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Z.9	0.422	0,007	Valid
Z.10	0.398	0,011	Valid
Z.11	0.366	0,020	Valid
Z.12	0.375	0,017	Valid
Z.13	0.362	0,022	Valid
Z.14	0.371	0,018	Valid
Z.15	0.413	0,008	Valid
Z.16	0.395	0,012	Valid
Z.17	0.367	0,020	Valid

Source: Processed by Researchers, 2025

The results of the data validity test using IBM SPSS Statistics 25 indicate that all statement items for the Employee Competence variable (X1), from X1.1 to X1.20; the Leadership variable (X2), from X2.1 to X2.20; the Employee Performance variable (Y), from Y.1 to Y.19; and the Work Culture variable (Z), from Z.1 to Z.17, are considered valid because each statement item has a significance value (p-value) of less than 0.05. This finding suggests that every item meets the required criteria and is therefore appropriate for use as a measurement instrument in this study.

Reliability Test

Variable X1 (Employee Competence) Data

Table 2. Reliability of Data for Variable X1 (Employee Competence)

Reliability Statistics	
Cronbach's Alpha	N of Items
.637	20

Source: SPSS Data Processing Results, 2025

The reliability test results showed that the Cronbach's Alpha value for the Employee Competence variable was 0.637, or 63.7%. This value is greater than 0.60, thus deeming the questionnaire variable X1 reliable in this study. The Cronbach's Alpha value of 0.637 indicates that the reliability criteria are high, as it is $0.60 < 1.00$.

Variable X2 Data (Leadership)

Table 3. Reliability of Variable X2 Data (Leadership)

Reliability Statistics	
Cronbach's Alpha	N of Items

.716

20

SPSS Data Processing Results, 2025

The reliability test results show that the Cronbach's Alpha value for the Leadership variable is 0.716, or 71.6%, indicating that the value is greater than 0.60, thus deeming the questionnaire for variable X2 reliable. The Cronbach's Alpha value of 0.716 indicates that the reliability criteria are high, as they are $0.60 < 1.00$.

Y Variable Data (Employee Performance)

Table 4. Reliability of Y Variable Data (Employee Performance)

Reliability Statistics	
Cronbach's Alpha	N of Items
.684	20

Source: SPSS Data Processing Results, 2025

The reliability test results show that the Cronbach's Alpha value for the employee performance variable is 0.684, or 68.4%, indicating that the value is greater than 0.60, thus deeming the Y variable questionnaire reliable. Based on the Cronbach's Alpha value of 0.684, the table indicates that the reliability criteria are high, as they are $0.60 < 1.00$.

Data for Variable Z (Work Culture)

Table 5. Reliability of Data for Variable Z (Work Culture)

Reliability Statistics	
Cronbach's Alpha	N of Items
.658	17

Source: SPSS Data Processing Results, 2025

The reliability test results show that the Cronbach's Alpha value for the Work Culture variable is 0.658, or 65.8%, indicating that the value is greater than 0.60, thus deeming the Z-variable questionnaire reliable in this study. Based on the Cronbach's Alpha value of 0.658, the table indicates that the reliability criteria are at a high level, as they are $0.60 < 1.00$.

**Classical Assumption Test
Normality Test**

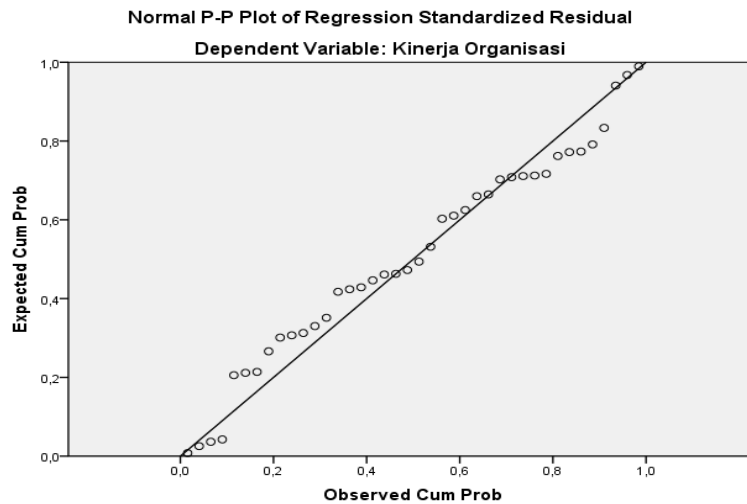


Figure 1. Normality Test (Normal Probability Plot SPSS 2025 Data Processing Results)

The normality test image above shows that the points for each statement item follow a straight line and are spread out close to and follow the line's direction. Therefore, it can be concluded that the data is normally distributed. Therefore, the regression model in this study meets the requirements for normality.

Table 6. Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		40	
Normal Parameters ^{a,b}		0,0000000	,0000000
		1,74278057	2,34918636
Most	Extreme	,099	,071
Differences		,099	,071
		-,096	-,041
Kolmogorov-Smirnov Z		,627	
Asymp. Sig. (2-tailed)		,827	

- a. Test distribution is Normal.
- b. Calculated from data.

Source: SPSS Data Processing Results, 2025

The results of the One-Sample Kolmogorov-Smirnov test show a significance value of 0.827, which is greater than 0.05, thus concluding that the data are normally distributed. Therefore, the regression model in this study meets the requirements for normality.

Heteroscedasticity Test

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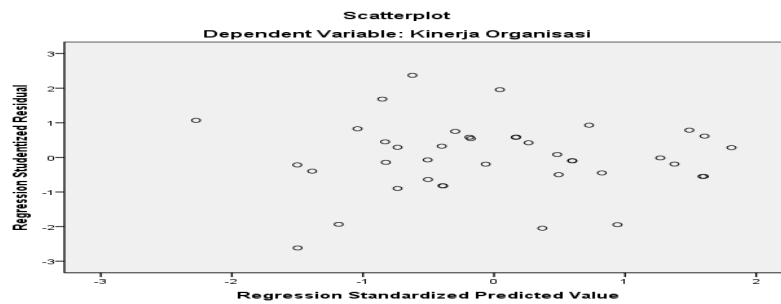


Figure 2. Scatterplot Heteroscedasticity Test
Source: SPSS Data Processing Results, 2025

Based on the scatterplot above, the points are randomly distributed above, below, and around the number 0 on the Y-axis and do not form a specific pattern. Therefore, it can be concluded that the data in this study does not experience heteroscedasticity.

Multicollinearity Test

Table 7. Multicollinearity Test Results: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7,843	7,317		1,072	,291		
Employee Competencies	,313	,121	,309	2,593	,014	,556	1,798
Leadership	,306	,099	,367	3,088	,004	,561	1,782
Work Culture	,298	,114	,314	2,618	,013	,551	1,813

a. Dependent Variable: Public Satisfaction

Source: SPSS Data Processing Results, 2025

Based on the multicollinearity analysis, the tolerance values for variables X1, X2, and Z were 0.774, 0.633, and 0.606, respectively, all above the minimum threshold of 0.10. Furthermore, the VIF values for variable X1 were 1.292, X2 1.580, and Z 1.651, all below the maximum threshold of 10. These results indicate that the three independent variables employee competence, leadership, and work culture do not influence each other excessively or exhibit a strong linear relationship. Therefore, it can be concluded that this research model does not exhibit multicollinearity, and all variables are suitable for use in the regression analysis and can make an independent contribution to explaining the Employee Performance variable.

Autocorrelation Test

Tabel 8. Hasil Uji Autokorelasi Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	,846 ^a	,715	,692	1,81394	1,894

a. Predictors: (Constant), Budaya Kerja, Kompetensi Pegawai, Kepemimpinan

b. Dependent Variable: Kinerja organisasi

<http://jurnaldialektika.com/>

Source: SPSS Data Processing Results, 2025

The Durbin-Watson values are as follows:

Table 9. No Autocorrelation Test

N	D	DL	DU	4-DL	4-DU
40	1,894	1,613	1,736	2,387	2,264

Source: SPSS Data Processing Results, 2025

Note:

n: Number of samples

d: Durbin Watson

dL: Lower limit of Durbin Watson

dU: Upper limit of Durbin Watson

Based on the analysis results in the table above, the Durbin Watson value (d) is 1.818. Given the existing conditions, the d value meets the requirements in condition number 2, namely $dU < d < (4-dU)$, or in other words, $1.736 < 1.894 < 2.264$, meaning there is no autocorrelation in this study.

Hypothesis Test Results

Partial Test (T-Test)

The formula for finding ttable is:

$$\begin{aligned} t_{\text{tabel}} &= \frac{\alpha}{2} ; (n-k-1) \\ &= \frac{0,05}{2} ; (100-4-1) \\ &= 0,025 ; 95 \end{aligned}$$

Description:

A: Significance level of error

n: Number of samples

k: Number of variables

This formula is used as a reference to view the ttable in its distribution. The ttable value obtained at the 0.025 level with a 95th order is 1.985. This ttable value will then be compared with the calculated ttable.

Tabel 10. Hasil Uji T Variabel X1 terhadap Y Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	18,333	8,956		2,047	,048
Employee Competence	,723	,115	,714	6,280	,000

a. Dependent Variable: Organizational Performance

Source: SPSS Data Processing Results, 2025

The results of the T-test analysis of variable X1 against Y above show that the calculated t value is $6.280 > t \text{ table } 2.030$ and the significance value of the Employee Competence variable (X1) is 0.000, meaning its value is less than 0.05, so H1 in this study is accepted.

Thus, there is an influence between Employee Competence (X1) on Employee Performance (Y).

Table 11. Results of the T-Test of Variable X2 against Y Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1 (Constant)	27,108	7,092		3,823	,000
Leadership	,614	,092	,736	6,695	,000

a. Dependent Variable: Organizational Performance

Source: SPSS Data Processing Results, 2025

The results of the T-test analysis of variable X2 against Y above indicate a significance value of 0.000, which is less than 0.05, and a calculated t-value of 6.695 > t-table 2.030, thus accepting H2 in this study. It can be concluded that there is an influence between Leadership (X2) and Employee Performance (Y).

Simultaneous Test (F Test)

Table 13. Simultaneous Test (F Test) of Variables X1 and X2 against Y ANOVAb

Model	Sum of Squares	df	Mean Square	F	Sig
1 Regression	297,521	3	99,174	30,140	,000 ^a
Residual	118,454	36	3,290		
Total	415,975	39			

a. Predictors: (Constant), Apparatus Competence, Service Quality

b. Dependent Variable : Public Satisfaction

Source: SPSS Data Processing Results, 2025

The analysis results above indicate that the significance value of X1 and X2 on Y is 0.000, meaning they are less than 0.05, and the calculated F value of 30.140 is greater than the F table value of 2.86. Therefore, it can be concluded that H3 in this study is accepted, namely, there is a simultaneous influence between the variables Employee Competence (X1) and Leadership (X2) on Organizational Performance (Y).

Results of the Coefficient of Determination (R2) Test

The higher the R2/R Square value, the more the independent variable explains the dependent variable (Ghozali in Hidayatullah et al., 2023). The benchmark used in this test refers to Chin (1998 in Savitri et al., 2021), where $R^2 > 0.67$ is classified as strong, $0.67 > R^2 > 0.33$ is classified as moderate, and $0.33 > R^2 > 0.19$ is classified as weak.

Table 15. Results of the Coefficient of Determination (R2) Test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	,846 ^a	,715	,692	1,81394	

a. Predictors: (Constant), Work Culture, Employee Competence, Leadership

b. Dependent Variabel : Organizational performance

Source: SPSS Data Processing Results, 2025

The analysis above shows an adjusted R-square value of 0.692. This indicates that employee competency, leadership, and work culture have a 69.2% influence on employee performance. Regarding the closeness of the relationship, Chin's benchmark indicates that if the R-value is 0.846, or 84.6%, the influence of the independent variables on the dependent variable in this study is considered strong because $R^2 > 0.60$.

Path Analysis

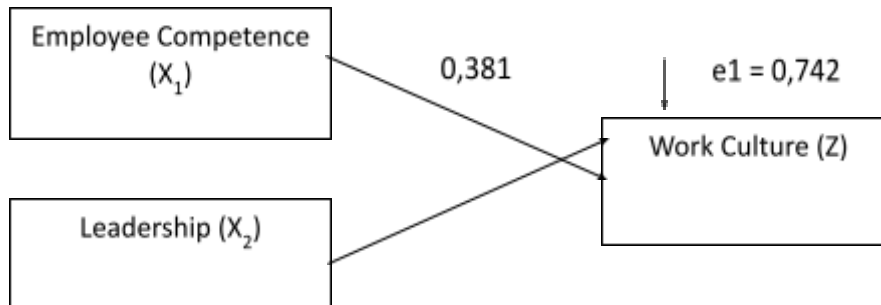


Figure 4. Mode Path Coefficient
Source: Processed by researchers, 2025

Based on the results of the path analysis above, it is known that Employee Competence (X1), Leadership (X2), and Work Culture (Z) have a significant effect on Organizational Performance (Y) in Efiyanto's trading business. The value of R² or R Square contained in the Model Summary table is 0.419, this shows that the contribution or contribution of the influence of X1 and X2 on Z is 44.9% while the remaining 55.1% is the contribution of other variables not included in the study. Meanwhile, the value of e1 can be found with the formula $e1 = \sqrt{1-0.449} = 0.742$.

• The Influence of Employee Competence on Organizational Performance at Efiyanto Trading Company

The results of the partial t-test in this study indicate that the variable Employee Competence (X1) has a positive and significant effect on Employee Performance (Y) at UD Efiyanto. This is evidenced by the calculated t-value of 6.280, which is greater than the t-table of 2.030, with a significance level of <0.05 . Thus, the first hypothesis (H1) is accepted, meaning that the better the employee Competence provided, the higher the employee performance. Furthermore, the Adjusted R-Square value of 0.496 indicates that Employee Competence contributes 49.6% to employee performance, while the remainder is influenced by other variables not examined in this model.

• The Influence of Leadership on Organizational Performance at Efiyanto Trading Company

The results of the partial t-test indicate that leadership (X2) has a positive and significant effect on employee performance (Y). This is evidenced by the calculated t-value of 6.695, which is greater than the t-table of 2.030, with a significance value <0.05 . Therefore, the second hypothesis (H2) in this study is accepted, indicating that the higher the leadership, the higher the level of employee performance at Efiyanto's trading company. The Adjusted R-Square value of 0.529 indicates that 52.9% of the variation in employee performance can be explained by leadership, while the remaining 47.1% is influenced by other factors outside the research model.

• The Effect of Employee Competence and Leadership on Organizational Performance Through Work Culture at Efiyanto's Trading Company

The results show that employee competence (X1) and leadership (X2) significantly influence employee performance (Y), both directly and indirectly through Work Culture (Z) as an intervening variable. This is indicated by the coefficient of determination (Adjusted R²) of 0.692, which indicates that 69.2% of the variation in employee performance can be explained by competence, leadership, and work culture together, while the remaining 30.8% is explained by other factors outside the model. In addition, the correlation value of R = 0.846 indicates a very strong relationship between these variables. This finding indicates that the higher the competence and quality of leadership, and the more positive the developing work culture, the more employee performance tends to increase significantly.

E. CONCLUSION

Based on the research results, the following conclusions were drawn:

Employee competence has a positive and significant influence on employee performance at UD Efiyanto. This is demonstrated through a partial test, which showed a calculated t-value of 6.280 > t-table 2.030, with a significance value <0.05. The Adjusted R-square value of 0.496 indicates that 49.6% of the variation in employee performance can be explained by employee competence. This finding confirms that the higher the level of competence, which includes clarity of work procedures, punctuality, professionalism, and technical skills, the better the resulting performance.

Leadership also has a positive and significant influence on employee performance. The partial test results showed a calculated t-value of 6.695, greater than the t-table 2.030, with a significance value <0.05. The Adjusted R-square value of 0.529 indicates that leadership contributes 52.9% to employee performance. This means that leadership quality, including communication skills, decision-making, empowerment, and the formation of effective work relationships, is crucial for achieving optimal performance.

Based on the results of the simultaneous test (F-test), the calculated F-value was 30.140 > F-table 2.86, with a significance level of <0.05. The Adjusted R-squared value of 0.692 indicates that the three variables of employee competency, leadership, and work culture together explain 69.2% of the variation in employee performance, while the remaining 30.8% is influenced by factors outside the model. This confirms that work culture plays a strong mediating role, strengthening the influence of competency and leadership in improving employee performance. Therefore, establishing a positive and productive work culture is a crucial element in efforts to improve employee performance at UD Efiyanto.

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