
**THE INFLUENCE OF CORPORATE CULTURE, COMPETENCY AND
TRAINING & DEVELOPMENT ON EMPLOYEE PERFORMANCE WITH
LEADERSHIP AS AN INTERVENING VARIABLE**



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Abstract

The competitive nature of the skincare and healthy care industry demands companies to have a strong corporate culture, competent employees, and effective leadership to achieve optimal performance. This study aims to examine the influence of corporate culture, competence, training & development on employee performance with leadership as a mediating variable at PT. FTWO Sukses Globalindo Banyuwangi. The study population consisted of 117 employees with a sample of 102 respondents. The analysis method used was Partial Least Square Structural Equation Modeling (PLS-SEM). The results showed that corporate culture, competence, and training & development have a positive and significant effect on employee performance. Leadership was proven to act as a mediating variable that strengthens the influence of these three variables on performance. These findings indicate that the stronger the corporate culture, the higher the employee competence, and the more effective the training and development programs carried out, the more optimal employee performance will be through effective leadership. This study recommends that companies continue to strengthen the implementation of an adaptive corporate culture, improve competency development programs based on job needs, and encourage participatory and transformational leadership styles to maintain the sustainability of employee performance improvements in the long term.

Keywords: Organizational Culture, Competency, Training, Development, Employee Performance, Leadership

INTRODUCTION

Human Resource Management (HRM) is a strategic aspect in creating an organization's competitive advantage, especially amidst a dynamic and complex business environment. HRM is no longer merely an administrative function, but has transformed into a key driver of organizational productivity, innovation, and competitiveness. According to Dessler (2020) states that HR includes the process of planning, organizing, directing, and supervising activities such as recruitment, development, compensation, maintenance, and employee discharge, to achieve individual, organizational, and societal goals.

In today's era of digital transformation, HR practices face new challenges that require organizations to be more agile and talent-focused. Research from Armstrong & Taylor (2020) identified several contemporary trends in HR, such as the use of technology in HR management, strengthening the employee experience, and building a work culture based on continuous learning. This strengthens HR's position as a catalyst in creating business value by enhancing individual and organizational capabilities. Meyyers et al., (2020).

Employee performance is a crucial aspect in measuring the effectiveness of implementing HR strategies. A study by (Layayysse, 2020) shows that a positive organizational culture contributes significantly to employee engagement and productivity. Furthermore, employee job competencies are also a crucial factor in determining the success of task implementation. (Layayysse, 2020) Proper competency development enables employees to work effectively and efficiently, while adapting to changing work environments. Furthermore, the role of leadership in driving performance cannot be ignored.

Employee performance evaluation is also an important part of an HR system. Structured performance appraisals can help organizations identify employee potential, provide constructive feedback, and formulate development strategies. Research from Aguinis (2019) emphasized that a good performance evaluation system should be able to encourage employee development, not just assess work output. However, according to Pulakos et al., (2020) warned that if the appraisal system is not designed fairly and objectively, it can trigger bias and reduce work motivation.

Based on the above description, it can be concluded that effective, adaptive, and employee-development-oriented HRM plays a crucial role in improving individual performance and organizational competitiveness. However, challenges remain in implementing HRM practices that align with organizational needs, particularly in the trading sector, which focuses on training and development and relies heavily on the quality of its human resources to deliver relevant, innovative, and competitive services.

In the trade sector, particularly in companies operating in the food and consumer products sector, employee performance plays a central role in determining service quality, product distribution effectiveness, and customer satisfaction levels. Chen et al., (2020), high-performing employees in the trading industry tend to make significant contributions to the organization's success in meeting customer needs and maintaining a professional reputation.

This research focuses on PT. FTWO Sukses Globalindo Banyuwangi Banyuwangi, a trading company engaged in the food and consumer goods sector, particularly skincare and healthcare products. Amidst aggressive product expansion and innovation targets, the consistency of employee performance across various work lines, from production, logistics, marketing, and customer service, continues to fluctuate. One clear indicator of this challenge

is the company's inconsistent revenue and consistently reaching its maximum target. This reflects a gap between the formulated business strategy and the operational execution carried out by the team in the field. Therefore, this research is important to delve deeper into the factors that influence employee performance, both in terms of competency, work culture, and the support system provided by the company.

Data on employee key performance indicators (KPIs) achieved during 2024 indicates that the company's human resource performance remains uneven and tends to fall below the established target. PT. FTWO Sukses Globalindo Banyuwangi Banyuwangi has set a minimum standard of 80% KPI achievement as an indicator of good performance. However, based on internal evaluation data, only a small percentage of employees successfully achieved this standard. The majority of others demonstrated performance that still requires significant improvement. Complete data regarding employee KPI achievement can be seen in Table 1.1 below:

Table 1. Summary of KPI Data of PT. FTWO Sukses Globalindo Banyuwangi Banyuwangi in 2024

KPI Score Range	Number of employees	Percentage of Total	Information
≥ 80%	7 people	12%	According to the minimum target
75% – 79%	25 people	24%	Almost reached the target
65% – 74%	40 people	28%	Needs performance improvement
40% – 64%	45 people	36%	Below performance standards
Total	117 people	100%	

Source: Recapitulation of KPIs of PT. FTWO Sukses Globalindo Banyuwangi employees, Banyuwangi

Table 1.1 presents internal data from PT. FTWO Sukses Globalindo Banyuwangi Banyuwangi regarding employee KPI achievement during the 2023–2024 evaluation period. Only 7 employees (12%) managed to achieve or exceed the minimum KPI standard of 80%. A total of 64% of employees still scored below 75%, indicating suboptimal work performance. Particularly in the group with a score of 40–64%, 45 employees (36%) were classified as having performance that required serious attention.

REVIEW OF LITERATURE

Employee performance

In this study, the theory used as a basis for analyzing work performance is the theory developed by (Layayysse, 2020) In his book, Armstrong's Handbook of Human Resource Management Practice, this theory emphasizes the importance of the relationship between performance management, motivation, and competency development in improving individual performance outcomes within an organization.

According to (Layayysse, 2020) identified that work performance is influenced not only by technical skills or knowledge, but also by factors such as effective performance management, providing constructive feedback, and developing human resources through

training and learning opportunities. They also underscored the crucial role of recognition and reward for good performance in building intrinsic motivation and improving individual work outcomes.

Leadership

Leadership is the ability of an individual to influence, direct, and inspire individuals or groups to achieve common goals within an organization. Leadership plays a vital role in creating a conducive work environment, increasing employee motivation, and encouraging organizational growth and development. Bass & Riggio (2020), leadership is a process in which individuals influence groups to achieve common goals.

According to Robbins & Judge (2017) states that leadership is the ability to motivate and influence individuals or groups within an organization to work enthusiastically to achieve predetermined goals. Effective leadership focuses not only on achieving targets but also on developing individuals within the organization so they can make maximum contributions. Research from Northouse (2022) adding that leadership involves a social process in which a leader utilizes various approaches, both authoritative and collaborative, to ensure that the organization's vision and mission can be carried out well.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research type, which aims to test the causal relationship between corporate culture, competence, and training and development on employee performance with leadership as an intervening variable.

The research population was all 117 permanent employees of PT. FTWO Sukses Globalindo Banyuwangi, with a sample size of 102 respondents.

Data were collected using a questionnaire structured based on the theoretical indicators of each variable and measured using a five-point Likert scale. Data analysis was performed using Structural Equation Modeling (SEM) using the Partial Least Squares (PLS) approach to test the direct and indirect relationships between the research variables.

RESULTS AND DISCUSSION

Outer Model Evaluation

Validity Test

Table 2. Validity Test Table

	X1	X2	X3	Y	Z
X1.1	0.808				
X1.2	0.763				
X1.3	0.721				
X1.4	0.827				
X1.5	0.848				
X2.1		0.709			
X2.2		0.864			
X2.3		0.871			
X2.4		0.762			
X2.5		0.838			
X3.1			0.838		
X3.2			0.784		
X3.3			0.847		
X3.4			0.838		

	X1	X2	X3	Y	Z
X3.5			0.800		
Y1				0.702	
Y2				0.776	
Y3				0.781	
Y4				0.764	
Y5				0.773	
Z1					0.761
Z2					0.716
Z3					0.813
Z4					0.877
Z5					0.879

In general, a good outer loading value is above 0.70. In this table, all indicators have outer loading values above 0.70, with many exceeding 0.80 to 0.90, indicating excellent convergent validity. No indicators needed to be eliminated as they all met the threshold for feasibility. This indicates that the measurement model used in this study is sufficiently robust and reliable and can proceed to the structural model testing stage. Therefore, the constructs in this study can be trusted as valid representations of their respective indicators.

Reliability Test

Table 3. Reliability Test Table

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Corporate Culture	0.855	0.867	0.895	0.632
Competence	0.874	0.898	0.908	0.664
Training & Development	0.881	0.892	0.912	0.675
Employee Performance	0.825	0.844	0.872	0.577
Leadership	0.869	0.883	0.906	0.659

Source: Data processed by researchers 2025

Based on the values displayed, all constructs (X1 to Z) in this model have met the criteria for good reliability and convergent validity, so they can be considered suitable for further analysis in a structural model.

Inner Model Evaluation

Table 4. Direct Path Influence Coefficient Values

	Coefficient Value	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO / STDEVI)	P Values	Information
Corporate culture (X1) → Performance (Y)	0.245	0.259	0.081	3,011	0.003	Significant positive
Competence (X2) →	0.081	0.084	0.041	1,981	0.048	Significant positive

Performance (Y)							
Training & development (X3) → Performance (Y)	0.339	0.337	0.094	3,608	0,000	Significant positive	
Corporate culture (X1) → Leadership (Z)	0.204	0.213	0.079	2,592	0.010	Significant positive	
Competence (X2) → Leadership (Z)	0.243	0.248	0.079	3,088	0.002	Significant positive	
Training & development (X3) → Leadership (Z)	0.327	0.324	0.097	3,357	0.001	Significant positive	
Leadership (Z) → Performance (Y)	0.333	0.332	0.106	3,135	0.002	Significant positive	

The analysis results show that all relationships between variables in the model are statistically significant ($p < 0.05$). Corporate culture, competence, and training and development have been shown to have a positive influence on both employee performance and leadership. The pathway with the strongest influence is shown by the training and development variable on performance ($\beta = 0.339$; $t = 3.608$; $p = 0.000$) and on leadership ($\beta = 0.327$; $t = 3.357$; $p = 0.001$). In addition, leadership also plays a significant role in improving employee performance ($\beta = 0.333$; $t = 3.135$; $p = 0.002$). These findings confirm that improving the quality of human resources through a good work culture, adequate competence, and effective training programs significantly contribute to improving performance and leadership in organizations.

Table 5. Indirect Path Influence Coefficient Values

	Original Sample (0)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values
X1 → Z → Y	0.068	0.069	0.031	2,175	0.030
X2 → Z → Y	0.081	0.084	0.041	1,981	0.048
X3 → Z → Y	0.109	0.109	0.051	2,151	0.031

The table above shows the results of the analysis of specific indirect effects (Specific Indirect Effects).

1. X1 → Z → Y The indirect path from corporate culture (X1) to performance (Y) through leadership (Z) has a coefficient of 0.068, with a bootstrap mean value of 0.069. The standard deviation (STDEV) of 0.031 indicates the consistency of the estimates. The t-value of 2.175 and p-value of 0.030 ($p < 0.05$) indicate that this indirect effect is statistically significant.

2. $X2 \rightarrow Z \rightarrow Y$
The indirect path from competence (X2) to performance (Y) through leadership (Z) has a coefficient of 0.081, with a bootstrap mean of 0.084. A standard deviation of 0.041, a t-value of 1.981, and a p-value of 0.048 ($p < 0.05$) indicate that this indirect effect is also significant, although its strength is relatively smaller compared to the other paths.
3. $X3 \rightarrow Z \rightarrow Y$
The indirect path from training and development (X3) to performance (Y) through leadership (Z) has a coefficient of 0.109, with a bootstrap mean of 0.109. A standard deviation of 0.051, a t-value of 2.151, and a p-value of 0.031 ($p < 0.05$) indicate that this indirect effect is significant, and is the indirect path with the greatest influence among the three.

Discussion

The Influence of Corporate Culture on Employee Performance

The first hypothesis (H1) states that corporate culture has a positive and significant effect on employee performance. A corporate culture that aligns with employee values and expectations plays a role in creating work order, increasing motivation, and encouraging team productivity. This research aligns with research conducted by:(Nursaid, Qomariah, et al., 2023),(Diah et al., 2024),(Setyowati et al., 2023),(Putri et al., 2023),(Hutajulu et al., 2020),(Antoro, 2014; Saban et al., 2020; Safitri, 2022; Wambugu, 2014),(Adha et al., 2019),(Qomariah, 2012),(Nursaid, Qomariah, et al., 2023),(Salehuddin et al., 2024),(Setyowati et al., 2023), which states that work culture impacts performance. Meanwhile, research results that are not in line with this were conducted by(ATikah & Qomariah, 2020),(Qomariah, Hermawan, et al., 2020)which states that organizational culture cannot improve employee performance.

The Influence of Competence on Employee Performance

The second hypothesis (H2) states that competence has a positive and significant effect on employee performance. The research findings support this hypothesis. Employee competence, whether in the form of knowledge, skills, or work attitudes, has been proven to directly contribute to improving work quality and effectiveness. At PT. FTWO Sukses Globalindo Banyuwangi, which operates in the beauty and skin health industry, competence is an important factor due to the high demand for adaptation to market needs and changing trends. Meanwhile, a study that disagrees, stating that competence has no impact on performance, was conducted by(Chandra et al., 2020),(Utomo et al., 2019),(Kurniawan et al., 2021).

The Impact of Training & Development on Employee Performance

The third hypothesis (H3) states that training and development have a positive and significant effect on employee performance. Based on the research results, this hypothesis is proven. The training and development programs provided by the company are able to improve employee skills and professionalism, which ultimately leads to improved work performance. In the context of PT. FTWO Sukses Globalindo Banyuwangi, consistent training helps employees keep up with the rapidly changing dynamics of the beauty industry, improves their technical skills, and strengthens their readiness to face operational demands. Research that aligns with this research was conducted by(Galih et al., 2023),(Mustikawati & Qomariah, 2020b),

The Influence of Corporate Culture on Leadership

The fourth hypothesis (H4) states that corporate culture has a positive and significant influence on leadership. The results of this study support this hypothesis. The stronger the implementation of corporate culture, the greater its influence on leadership style, communication patterns, and how leaders direct their teams. At PT. FTWO Sukses Globalindo Banyuwangi, a dynamic, open, and collaboration-oriented corporate culture provides a strong foundation for leaders to build effective working relationships and motivate teams to achieve targets.

The Influence of Competence on Leadership

The fifth hypothesis (H5) states that competence has a positive and significant effect on leadership. The research results support this hypothesis, stating that individual competence plays a crucial role in shaping leadership capacity. Employees with strong technical and interpersonal skills tend to lead more effectively, provide clear direction, and serve as role models for their teams. In the context of PT. FTWO Sukses Globalindo Banyuwangi, competence is a crucial foundation for creating adaptive leaders capable of innovating according to industry needs.

The Influence of Training & Development on Leadership

The sixth hypothesis (H6) states that training and development have a positive and significant effect on leadership. The results of the study indicate that training programs can improve the insight, managerial abilities, and interpersonal skills of individuals with leadership potential. At PT. FTWO Sukses Globalindo Banyuwangi, training not only improves technical skills but also prepares employees to assume leadership responsibilities, especially in the face of competitive market dynamics.

The Influence of Leadership on Employee Performance

The seventh hypothesis (H7) states that leadership has a positive and significant effect on employee performance. The research results support this hypothesis, as effective leadership can create a conducive work environment, motivate employees, and direct them to perform optimally. At PT. FTWO Sukses Globalindo Banyuwangi, good leadership is a crucial factor in increasing productivity, maintaining work discipline, and ensuring the achievement of operational targets.

The Influence of Corporate Culture on Employee Performance Through Leadership as an Intervening Factor

The eighth hypothesis (H8) states that corporate culture has a positive and significant effect on employee performance through leadership as an intervening variable. The results of this study support this hypothesis, showing that a strong corporate culture strengthens effective leadership styles, which in turn improves employee performance. At PT. FTWO Sukses Globalindo Banyuwangi, a strong work culture is able to form a clear, structured leadership pattern and support team productivity.

The Influence of Competence on Employee Performance Through Leadership as an Intervening Factor

The ninth hypothesis (H9) states that competence has a positive and significant effect on employee performance through leadership. The results of this study support this hypothesis, as high competence helps leaders better manage their teams, and effective leadership has a direct impact on improved performance. In the context of PT. FTWO Sukses Globalindo Banyuwangi, competence is the primary asset for creating leaders capable of maximizing employee potential and improving their performance.

The Influence of Training & Development on Employee Performance Through Leadership as an Intervening Factor

The tenth hypothesis (H10) states that training and development have a positive and significant impact on employee performance through leadership. The research findings demonstrate that improving training quality strengthens leadership skills, ultimately

improving employee performance. At PT. FTWO Sukses Globalindo Banyuwangi, effective training provides leaders with the insight and skills necessary to optimally direct their teams and ensure the achievement of operational targets.

CONCLUSION

This study concluded that corporate culture, competency, and training and development have a positive influence on employee performance. A strong corporate culture can foster consistent and productive work behaviors, while adequate competency enables employees to complete their work effectively. Training and development programs also play a crucial role in improving employee readiness and ability to meet job demands.

Furthermore, leadership has been shown to act as an intervening variable, strengthening the influence of corporate culture, competency, and training and development on employee performance. Effective leadership can direct and motivate employees and create a conducive work environment that optimizes individual and organizational potential.

Overall, improving employee performance requires an integrated approach through strengthening organizational culture, improving competencies, providing relevant training programs, and implementing adaptive and supportive leadership.

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