THE EFFECT OF TRANSFORMATIONAL LEADERSHIP, COMPETENCE AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE OF PT WASKITA KARYA (PERSERO) TBK IN BECAKAYU 2A UJUNG PROJECT

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Abstract: Uncertain economic conditions in Indonesia, have an impact on the performance of PT. Waskita Karya (Persero) Tbk which experienced a decline. The decline in performance was due to the performance of several projects belonging to PT Waskita Karya (Persero) Tbk not meeting production targets such as the Becakayu Project Section 2A Ujung. This study aims to determine the effect of Transformational Leadership, Competence, and Work Environment on Employee Performance at PT Waskita Karya (Persero) Tbk Becakayu Project Section 2A Ujung. This study used the sample of 60 respondents which were then analyzed by using SEM PLS and correlation matrix between dimensions. This study resulted in Transformational Leadership and Competence having a significant effect on employee performance, while the work environment had no effect on employee performance. However, the three variables simultaneously have a significant effect on employee performance.

Keywords: Transformational Leadership, Competence, Work Environment, Employee Performance

INTRODUCTION

The uncertain condition of the economic crisis due to the impact of Covid-19 outbreak has made Indonesian economy experience an uncertain condition because people's purchasing power has decreased. The conditions had begun to improve, but it still showed that the growth was still minus, which made all companies increase their performance with the stimuli that had been issued by the government in overcoming the economic downturn during the pandemic. Reported by the media, PT. Waskita Karya (Persero) Tbk, which is the state-owned company engaged in construction (contractor), had the revenue of IDR 16.2 trillion throughout 2020. This revenue

decreased by 48.37% compared to its operating income in 2019 of IDR 31.38 trillion (https://market.bisnis.com).

The performance achieved by PT. Waskita Karya (Persero) Tbk is an amalgamation of the performance of subsidiaries and projects belonging to PT. Waskita Karya (Persero) Tbk. To find out the decline in the performance of PT. Waskita Karya (Persero) Tbk. The author tried to examine the performance of one of the projects belonging to PT. Waskita Karya (Persero) Tbk, namely the Becakayu 2A Ujung Project which is a National Strategy Project (PSN) located in Bekasi City.

Becakayu 2A Ujung Project in 2019 and 2020 were still experiencing difficulties in achieving the planned performance targets. This condition made the author try to interview the HCM Team of the Becakayu 2A Ujung Project to obtain information to estimate the factors that have an impact on employee performance and those that have not been maximized in pursuing the monthly performance target of Becakayu 2A Ujung Project.

From the results of these interviews, the author summarized the factors that estimated to have an effect on employee performance in the Becakayu 2A Ujung Project, namely work environment (90%), work motivation (80%), competence (85%), workload (80%), transformational leadership (95%), and Organizational Culture (75%). The three most powerful variables that are estimated to influence employee performance are transformational leadership (95%), competence (85%), and work environment (90%).

To determine the effect of transformational leadership, competence, and work environment variables on employee performance, the researcher conducted a pre-survey of 20 employees of the Becakayu 2A Ujung Project. The results that the transformational leadership, competence and work environment in the Becakayu 2A Ujung project was still not optimal, so that it could affect the employee performance.

LITERATURE REVIEW
Transformational leadership
Graffin (in Tambunan, 2015:57) explained that transformational leadership is leadership that goes beyond ordinary expectations by instilling a sense of mission, stimulating learning experiences, and inspiring new thinking patterns.

Bass and Avolio (in Yukl, 2015: 316) define that transformational leadership as a condition in which the subordinates feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than was initially expected of them. One leadership style that is considered capable of improving employee performance is the transformational leadership style (Hersey and Blanchard in Tambunan, 2015:45).

Competence
According to Syahril (2017), competence is a set of responsible intelligent actions that should be possessed by an individual, as a condition to be considered capable of carrying out tasks in certain fields of work.

According to Tagala (2018), competence is a characteristic that underlies the nature of an individual that is associated with the criteria that are referenced to superior or effective performance in a job or situation. Competence has an influence on employee performance,

considering that employee performance is influenced by several factors and one of them is employee competence (Sinungan in Marewa et al, 2019).

Work Environment

According to Nitisemito (in Sulistiawan et al, 2017) the work environment is everything that is in the environment around the workers and can affect them in carrying out the assigned tasks, for example hygiene, music, etc. Meanwhile, according to Sedarmayanti (2017), the work environment is a place for a number of groups in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission.

Employee Performance

According to Tika (in Abi et al, 2018), performance is the results of the work function or activities of a person or group in an organization that is influenced by various factors to achieve organizational goals within a certain period of time.

The definition of performance according to Mangkunegara (2016) is the quality and quantity of work achieved by an employee in carrying out duties and responsibilities in accordance with the work assigned to them.

RESEARCH RESULTS AND DISCUSSION

This study used a population of 60 employees from PT Waskita Karya (Persero) Tbk in Becakayu 2A Ujung Project, the characteristics of the population as follows:

Table 1. Characteristics of Research Respondents

No	Characteristic	Gender	Quantity	Percentage
1	Gender	Male	50	83%
		Female	10	17%
Total			**60**	**100%**
2	Age	20-30	41	68%
		31-40	15	25%
		40-50	4	7%
Total			**60**	**100%**
3	Working Period	1-2 years	11	18%
		> 2 years	49	82%
Total			**60**	**100%**
4	Education	High School/Vocational High School/Technical High School	16	27%
		Associate degree	1	2%
		Bachelor's degree	41	68%
		Master's degree	2	3%

No	Characteristic	Gender	Quantity	Percentage
Total			**60**	**100%**

Source: Processed 2021

The results above show that there are 50 male respondents or 83%, while there are 10 female respondents or 17%. For age characteristics, the age range of 20-30 years has 41 respondents or 68%, while the age range of 31-40 years has 15 respondents or 25%, while the age range of 40-50 years has 4 respondents or 7%. For the characteristics of working period of 1 to 2 years, there are 11 respondents or 18%, while working period of more than 2 years has 49 respondents or 82%. For educational characteristic, Vocational High School graduates have 16 respondents or 27%, Associate Degree graduates with 1 respondent or 2%, Bachelor's degree graduates with 41 respondents or 68%, while Master's degree graduates with 2 respondents or 3%.

Test Measurement Model/Outer Model

Testing the outer model means that how each indicator relates to other variables. The testing is done by: a. Convergent validity, this test is carried out to determine the validity of each relationship between indicators and latent variables, with a factor loading value of ≥ 0.70. b. Average Variance Extracted (AVE), to assess convergent validity, the recommended Average Variance Extracted (AVE) value is > 0.50. c. Discriminant Validity, by comparing the loading value in the desired configuration to see if the configuration has sufficient discriminant, it must be higher than the loading value in other configurations. d. Composite Reliability, this test aims to determine the reliability of the instrument in a research model, by looking at the consistency reliability of Cronbach's Alpha and composite reliability values.

Convergent Validity

Convergent validity testing with the factor loading value used in this study is ≥ 0.70, if there is an indicator with a factor loading value < 0.70 in this convergent validity measurement, then it will be removed from the model. Here are the test results:

Table 2. Final Loading Factor (Outer Loading) Test Results

Variables	Indicator Code	Factor loading value	Minimum Requirement	Description
Transformational leadership	X1.2	0,742	$\geq 0,70$	Valid
	X1.3	0,821	$\geq 0,70$	Valid
	X1.4	0,788	$\geq 0,70$	Valid
	X1.5	0,803	$\geq 0,70$	Valid
	X1.6	0,802	$\geq 0,70$	Valid
	X1.8	0,706	$\geq 0,70$	Valid
	X1.10	0,731	$\geq 0,70$	Valid
Competence	X2.2	0,851	$\geq 0,70$	Valid
	X2.3	0,877	$\geq 0,70$	Valid

Variables	Indicator Code	Factor loading value	Minimum Requirement	Description
	X2.7	0,882	≥ 0,70	Valid
Work environment	X3.3	0,802	≥ 0,70	Valid
	X3.4	0,793	≥ 0,70	Valid
	X3.8	0,846	≥ 0,70	Valid
Employee performance	Y.2	0,754	≥ 0,70	Valid
	Y.6	0,796	≥ 0,70	Valid
	Y.9	0,781	≥ 0,70	Valid
	Y.10	0,774	≥ 0,70	Valid
	Y.11	0,769	≥ 0,70	Valid
	Y.13	0,808	≥ 0,70	Valid
	Y.14	0,714	≥ 0,70	Valid
	Y.15	0,791	≥ 0,70	Valid
	Y.16	0,751	≥ 0,70	Valid
	Y.17	0,759	≥ 0,70	Valid
	Y.19	0,754	≥ 0,70	Valid
	Y.20	0,775	≥ 0,70	Valid
	Y.21	0,776	≥ 0,70	Valid
	Y.22	0,784	≥ 0,70	Valid
	Y.23	0,749	≥ 0,70	Valid
	Y.25	0,823	≥ 0,70	Valid
	Y.27	0,727	≥ 0,70	Valid
	Y.30	0,819	≥ 0,70	Valid
	Y.32	0,765	≥ 0,70	Valid
	Y.33	0,766	≥ 0,70	Valid
	Y.34	0,788	≥ 0,70	Valid
	Y.35	0,757	≥ 0,70	Valid

Source: SmartPLS Results

The output of the table above, the test results on all variables already have the factor loading value > 0.70 and can be used in the model.

Average Variance Extracted (AVE)

The following is the Average Variance Extracted (AVE) test with a recommended value of > 0.50:

Table 3. *Average Variance Extracted* **(AVE) test result**

Variables	AVE (Average Variance Extraced) value
Transformational leadership	0,595
Competence	0,596
Work environment	0,756
Employee performance	0,662

Source: Results of processing with SmartPLS

The results of the AVE test have the value > 0.50. Hence, the AVE value has met the convergent validity test standard.

Discriminant Validity

The following is the discriminant validity test by comparing the factor loading value of an indicator to the other constructs:

Table 4. Discriminant Validity Test Results (Cross Loading)

Variables	Transformational leadership	Competence	Work environment	Employee performance
X1.2	**0,742**	0,322	0,312	0,496
X1.3	**0,821**	0,137	0,524	0,415
X1.4	**0,788**	0,158	0,601	0,441
X1.5	**0,803**	0,211	0,518	0,431
X1.6	**0,802**	0,130	0,535	0,376
X1.8	**0,706**	0,335	0,504	0,364
X1.10	**0,731**	0,378	0,440	0,431
X2.2	0,333	**0,851**	0,165	0,461
X2.3	0,293	**0,877**	0,171	0,478
X2.7	0,178	**0,882**	0,134	0,427
X3.3	0,537	0,163	**0,802**	0,39
X3.4	0,557	0,197	**0,793**	0,372
X3.8	0,436	0,074	**0,846**	0,338
Y1.2	0,420	0,402	0,498	**0,754**
Y1.6	0,488	0,401	0,535	**0,796**
Y1.9	0,350	0,430	0,264	**0,781**
Y1.10	0,383	0,487	0,264	**0,774**
Y1.11	0,415	0,438	0,393	**0,769**
Y1.13	0,437	0,412	0,338	**0,808**
Y1.14	0,364	0,310	0,340	**0,714**
Y1.15	0,403	0,483	0,346	**0,791**
Y1.16	0,541	0,384	0,490	**0,751**
Y1.17	0,418	0,339	0,252	**0,759**
Y1.19	0,335	0,361	0,220	**0,754**

Variables	Transformational leadership	Competence	Work environment	Employee performance
Y1.20	0,484	0,325	0,309	**0,775**
Y1.21	0,475	0,419	0,310	**0,776**
Y1.22	0,417	0,457	0,285	**0,784**
Y1.23	0,404	0,376	0,290	**0,749**
Y1.25	0,467	0,545	0,380	**0,823**
Y1.27	0,387	0,468	0,375	**0,727**
Y1.30	0,451	0,360	0,289	**0,819**
Y1.32	0,421	0,320	0,340	**0,765**
Y1.33	0,425	0,345	0,306	**0,766**
Y1.34	0,403	0,451	0,346	**0,788**
Y1.35	0,390	0,314	0,419	**0,757**

Source: SmartPLS Results

The test above shows that each indicator on the variables of Transformational Leadership, Competence, Work Environment, and Employee Performance has a higher factor loading value for the main construct than for the other constructs.

Composite Reliability

The following is the composite reliability test:

Table 5. Composite Reliability Test Results

Variables	Composite Reliability	Requirement	Cronbach's Alpha	Requirement	Results
Transformational leadership	**0,911**	0,70	**0,886**	0,70	**Reliable**
Competence	**0,970**	0,70	**0,968**	0,70	**Reliable**
Work environment	**0,903**	0,70	**0,839**	0,70	**Reliable**
Employee performance	**0,854**	0,70	**0,745**	0,70	**Reliable**

Source: Results of processing with SmartPLS

The research results have met the composite reliability value ≥ 0.70, where the highest result was obtained by the competence variable with a value of 0.970, and the lowest value was obtained by the employee performance variable with a value of 0.854.

Structural Model/Inner Model Test

The inner model test is based on analyzing and evaluating the relationship between each exogenous and endogenous variable, by evaluating the path coefficient value. The value result of the evaluation of path coefficient shows the level of significance in hypothesis testing, evaluating the value of the determinant coefficient (R^2), Goodness of Fit Index (GoF), and evaluation of predictive relevance (Q^2).

Evaluation of Path Coefficient Value

The following are the results of the calculation of the path coefficient evaluation:

Table 6. Path Coefficient Value Evaluation Results

Hypothesis	Original Sample (O)
Transformational Leadership -> Employee Performance	0,308
Competence -> Employee Performance	0,395
Work Environment -> Employee Performance	0,187

Source: SmartPLS Data Results

From path coefficient test in table 6, the results of the hypothesis with the highest influence is the competency path on employee performance with a value of 0.395, while the smallest influence is the work environment path on employee performance with a value of 0.187.

Evaluation of Determinant Coefficient Value (R^2)

The following is the evaluation test for the determinant coefficient (R^2):

Table 7. Evaluation of Determinant Coefficient Value (R2)

Variables	R Square
Employee performance	0,462

Source: SmartPLS result

The evaluation test of the determinant coefficient value (R^2) has a value of 0.462, which means that the exogenous variable is influenced by the endogenous variable, indicating that the R^2 value is moderate. This result can be explained by the fact that 46.2% of employee performance variables are influenced by transformational leadership, competence, and work environment variables, and the rest are influenced by other variables.

Evaluation of the Structural Goodness of Fit Index Model

The Goodness of Fit Index (GoF) is used to validate the combined performance of the measurement model (outer model) and structural model (inner model). Here's the calculation:

$\text{GoF} = \sqrt{AVE \; x \; R^2}$ Description:

$\text{GoF} = \sqrt{0,652 \; x \; 0,462}$ AVE= (0,595 + 0,596 + 0,756 + 0,662) / 4

$\text{GoF} = \sqrt{0,3011224}$ AVE = 0,652

$\text{GoF} = 0,549$ $R^2= 0,462$

GoF calculation is 0.549. This result indicate that the combined performance of the outer model and inner model is good because it has a Goodness of Fit Index (GoF) value of more than 0.549 (GoF large scale).

Evaluation of Predictive Relevance (Q^2)

Following is the evaluation of Predictive Relevance (Q2):

$Q^2 = 1 - (1 - R^2)$

$Q^2 = 1 - (1 - (0,462)$

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$Q^2 = 1 - 0,538$
$Q^2 = 0,462$

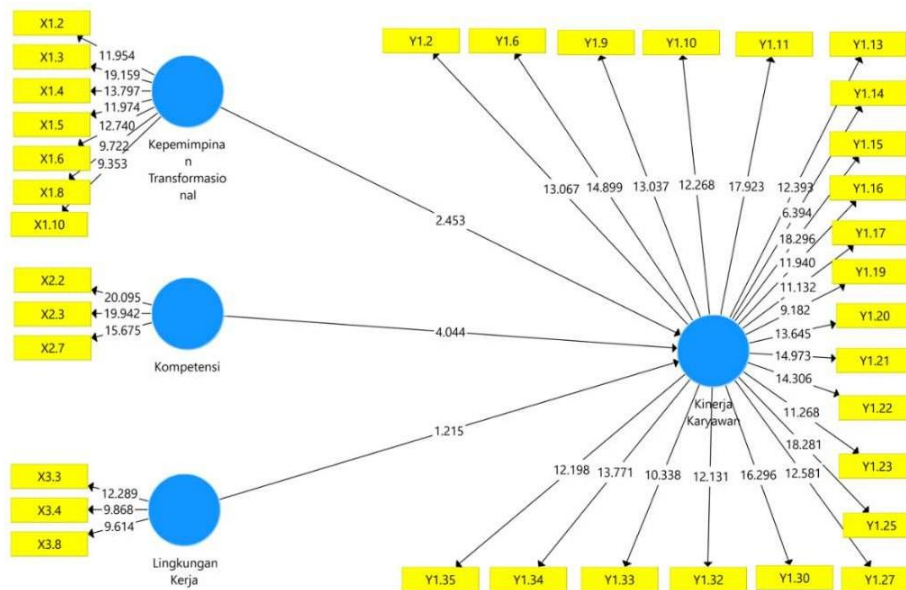This result means that the model has strong predictive relevance.

Figure 1. Research Model Structure
Source: Results of processing with SmartPLS

Table 8. Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEVI)	P Values	Results
Transformational Leadership -> Employee Performance	0.308	0.321	0.126	2.453	0.015	Accepted
Competence -> Employee Performance	0.395	0.384	0.098	4.044	0.000	Accepted
Work Environment -> Employee Performance	0.187	0.210	0.154	1.215	0.225	Rejected

Source: Results of processing with SmartPLS

The results of hypothesis testing are significant, if t-statistics > 1.96, while the hypothesis is accepted, if the p-value <0.05.

Conclusion

The conclusions of the study are:

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1. Transformational leadership has a significant effect on employee performance, where the dimension of idealized influence has the highest correlation to the dimensions of work results. This shows that the leader of PT Waskita Karya (Persero) Tbk in Becakayu 2A Ujung Project must be able to be a role model and has a good influence to improve work results.
2. Competence has a significant effect on employee performance, where the dimensions of managerial competence have the highest correlation to the dimensions of work results. This shows that the leader of PT Waskita Karya (Persero) Tbk in Becakayu 2A Ujung Project must have knowledge, skills, and be able to carry out duties according to the function of the position so that the employee's work results can be optimal.
3. Work environment does not have a significant effect on employee performance.
4. Transformational Leadership, Competence, and Work Environment together have a significant effect on employee performance, according to the f-count/f-statistic calculation which has a result of 5.923 which is greater than the value of 2.31. This means that the three variables can simultaneously improve employee performance.

Recommendations
1. On the transformational leadership variable, it shows that the idealized influence dimension has the greatest influence on the work result dimension. The statement item with the strongest value is "The leader can be trusted by the company". Based on this, the researchers provide suggestions, namely:
   a) The need for transformational leadership development programs for permanent employees by providing training related to employee and team management. Therefore, the leaders can be trusted by employees and their teams. Besides that, it is necessary to be equipped with good knowledge and discipline so that the leaders will be respected by employees and their teams.
   b) Monitor and evaluate the transformational leadership assessment of permanent employees on a regular basis so that the leader always makes improvements, and it can give a positive impact on the company.
2. In the competency variable, it shows that the managerial competence dimension has the greatest influence on the work result dimension. The statement item with the strongest value is "I always help coworkers who are having difficulties". Based on this, the researchers provide suggestions, namely:
   a) Create detailed training for permanent employees and evaluate the result of their competency development training. Hence, the results of the training can improve the performance of permanent employees in meeting project targets.
   b) Competency improvement for outsourced employees and project contract employees is focused on job positions that have a high job risk and have certain qualifications, so that these employees can have good competence and can expedite the work on projects.
3. The work environment variable shows that the dimensions of the non-physical work environment have the greatest influence on the dimensions of work results. The statement item with the strongest value is "The condition of the relationship/communication between you and the co-workers at work is good". Although there is no influence between the work environment and employee performance in the research, the company must

maintain a comfortable work environment so that the impact on employee performance remains good.

4. The employee performance variable is simultaneously and significantly influenced by three exogenous variables (Transformational Leadership, Competence and Work Environment. Therefore, the company must maintain these three components together in their improvement so that employee performance can increase and meet the company targets.

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