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**DETERMINATION OF TRANSFORMATIONAL LEADERSHIP STYLES,  
ORGANIZATIONAL CULTURE AND COMPETENCY OF EMPLOYEE PERFORMANCE  
THROUGH WORK EFFECTIVENESS IN BNN RIAU ISLAND PROVINCE**

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**ABSTRACT**

This study aims to determine the determination of transformational leadership style, organizational culture, and competence on employee performance through work effectiveness as an intervening variable in BNN Riau Islands Province. The method used in this research is descriptive quantitative with a questionnaire data collection technique. The population used in this study was 110 respondents at the staff level using saturated sampling techniques. Hypothesis testing used is the normality test, the CFA analysis test, and the Amos 24 Structural Equation Modeling (SEM). The results showed that the determination of the Transformational Leadership Style on Work Effectiveness was significantly affirmative. Determination of Organizational Culture on Work Effectiveness is positive and not significant. Determination of Competence for Work Effectiveness is significantly affirmative. Determination of the Transformational Leadership Style on Employee Performance is significantly affirmative. Determination of Organizational Culture on Employee Performance is negative and significant. Determination of Competency on Employee Performance is significantly affirmative. Determination of Work Effectiveness of Employee Performance is negative and insignificant.

**KEYWORDS:** Transformational Leadership Styles, Organizational Culture Competencies, Work Effectiveness, Employee Performance.

**1. INTRODUCTION**

**a. Background**

Riau Islands Province NN is a non-ministerial government institution. BNN Riau Islands Province is a representative of the National Narcotics Agency in the region in carrying out its functions and authorities. In carrying out the duties and functions of the Prevention and Eradication of Abuse and Circulation of Narcotics Darkness, BNN Riau Islands Province is supported by human resources (HR) from the State Civil Apparatus (ASN), the National Police and PPNPN (Non-Civil Servants Government Employees). In achieving the success of the Vision, Mission, and organizational goals of BNN Riau Islands Province, it requires joint commitment and reliable and professional performance from all employees, so that the factors human resource management is one crucial element to consider. Because the performance of an organization is strongly influenced by human performance in it. One

of the main factors affecting performance is leadership. A successful and growing organization is supported by good leadership and can direct each member to work better and responsibly. The success of leadership in an organization can be seen from leaders' ability to motivate their subordinates to be able to work well. The boss's leadership style will affect the workings of subordinates.

So, it is with the organizational culture, which is also one of the factors that influence performance. It is expected that the organizational culture can change the attitudes and behavior of existing employees in order to increase work productivity to face various challenges in the future. Organizational culture can be formed by those involved with the organization concerning organizational ethics, work rules, and organizational structure. Together with the organizational structure, organizational culture shapes and controls the behavior of the organization and the behavior of its employees. Regarding the professional values adopted, employees should be adaptive to changes in organizational cultural values. Attitudes toward organizational culture become more meaningful in accelerating adaptive abilities. The phenomenon that occurs at the end of 2018, there has been a shift or change in organizational culture in BNN Riau Islands Province by policies and developments in global conditions. Where previously, the organizational culture values which prioritized Service, Integrity, and Professionalism (SIP) shifted or changed into Brave, Nationalism, Neutral, Responsive, and Innovative (BNN RI). It requires a long time to continue to be socialized and adapt to the values of the new organizational culture. That way, the organizational culture becomes a commitment and is embedded in every employee. Where previously, the organizational culture values which prioritized Service, Integrity, and Professionalism (SIP) shifted or changed into Brave, Nationalism, Neutral, Responsive, and Innovative (BNN RI). It requires a long time to continue to be socialized and adapt to the values of the new organizational culture so that the organizational culture becomes a commitment and is embedded in every employee. Where previously, the organizational culture values which prioritized Service, Integrity, and Professionalism (SIP) shifted or changed into Brave, Nationalism, Neutral, Responsive, and Innovative (BNN RI). It requires a long time to continue to be socialized and adapt to the values of the new organizational culture so that the organizational culture becomes a commitment and is embedded in every employee

**Table 1. Employee Data in Following the BNN Structural Training**

| Structural Position | Number of Employees | Type of Education and Training |                  |                 | Employees who have followed DIKLATPI M | Employees who have not yet followed DIKLAT PIM |
|---------------------|---------------------|--------------------------------|------------------|-----------------|--|--|
|                     |                     | PIM II Training                | PIM III Training | PIM Training IV |  |  |
| Echelon II          | 1                   | 1                              | -                | -               | 1                                      | -  |
| Echelon III         | 7                   | 1                              | 2                | 2               | 5                                      | 2  |
| Echelon IV          | 22                  | -                              | -                | -               | -                                      | 22   |
| Total               | 30                  | 2                              | 2                | 2               | 6                                      | 24   |

Source: BNN 2019 Simpeg

**Table.2. Employee Data in Following BNN Technical Training**

| Position        | Number of Employees | Technical Training |              |          | total |
|-----------------|---------------------|--------------------|--------------|----------|-------|
|                 |                     | Extension agent    | Investigator | Planning |       |
| Extension agent | 3                   | 1                  | -            | -        | 2     |
| Investigator    | 13                  | -                  | 6            | -        | 6     |
| Planning        | 5                   | -                  | -            | 1        | 1     |
| Total           | 21                  | 1                  | 6            | 1        | 9     |

Source: BNN 2019 Simpeg

**b. Formulation of the problem**

Based on the background above, the formulation of the problem in this study is as follows:

1. Does the transformational leadership style determine work effectiveness?
2. Does the organizational culture determine the effectiveness of work?
3. Does competency determine work effectiveness?
4. Does the transformational leadership style determine employee performance?
5. Does the organizational culture determine the performance of employees?
6. Does competence determine employee performance?
7. Does work effectiveness determine employee performance?

**2. BASIC THEORY**

**a) Transformational Leadership Style Theory**

Robbins and Judge (2013: 416-419) suggest that the Transformational Leadership Style is a pattern of leader behavior that inspires subordinates to transform organizational interests over personal interests, and encourages subordinates to work with the best abilities they have. The qualities and characteristics that stand out in the Transformational Leadership Style are:

- a. Idealized influence, which is a pattern of leadership behavior that influences subordinates' thoughts (idealism), fosters pride in subordinates at work and becomes an ideal leader (respected and trusted by their subordinates).
- b. Inspirational motivation, which is a pattern of leader behavior that inspires, builds effective communication, focuses subordinates to be more oriented towards achieving organizational goals.
- c. Intellectual Stimulation, which is a pattern of leader behavior that encourages the development of work behavior of subordinates who seek to mobilize their abilities and strive earnestly to overcome the problems faced by the organization.
- d. Individual consideration is a pattern of leader behavior that gives subordinates personal attention, as well as training, fostering, and treating subordinates individually.

Robbins and Judge (2013: 417-419) and DuBrin (2013: 125) have a similar view that the Transformational Leadership Style is needed in organizations that seek to improve organizational performance to a higher level (high performance). The Transformational Leadership Style functions effectively to overhaul organizational culture, as well as to overcome problems of low performance of subordinates, many subordinates who leave, high absenteeism, and low ability to adapt to changing environments (low individual performance, high turnover, high absenteeism, and low organizational adaptability).

### **b) Organizational Culture Theory**

Rivai and Mulyadi (2012: 374) state that organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. Peterson (Soetopo, 2010: 122) states that organizational culture includes beliefs, ideology, language, rituals, and myths. Meanwhile, according to Gibson, Ivanichevich, and Donelly (Soetopo, 2010: 123) states that organizational culture is an organizational personality that influences the way individuals act in organizations. Another understanding, according to Kast and Rosenzweig (Hakim, 2011: 151), defines organizational culture as a system of shared values and beliefs that interacts with the people of a company, organizational structure, and supervision system to produce behavioral norms. According to Robbins (2012: 51), organizational culture is the values, principles, traditions, and attitudes that influence the way members to behave in organizations.

Characteristics of organizational culture, according to Robbins (2011), are:

**1. Individual initiative**

That is the level of responsibility, freedom, or independence that each member of the organization has in expressing his opinion. The individual initiative needs to be respected by the group or leadership of an organization as long as it involves ideas to advance the organization and provide services for the community.

**2. Tolerance of risky actions**

Organizational culture is said to be good if it can provide tolerance to members or employees so they can act aggressively and innovatively to provide services to the community and dare to take risks for what they do.

**3. Briefing**

The direction is intended to what extent the organization can create the desired goals and expectations. These goals and expectations are clearly stated in the organization's vision, mission, and goals. This condition can affect organizational performance.

**4. Integration**

Integration is intended to the extent that the organization can encourage organizational units to work in a coordinated manner. The cohesiveness of these units can encourage the quality and quantity of work produced.

**5. Leadership Support**

Leadership support is intended to the extent that leaders can provide communication or direction, assistance, and unequivocal support for subordinates.

**6. Control**

Control tools that can be used are the rules or norms that apply in an organization.

**7. Identity**

Intended to the extent to which members of an organization or company can identify themselves as a unit within the organization and not as a particular workgroup or specific professional expertise.

**8. Awards**

The extent to which the organization rewards employees based on employee performance, not based on seniority, favoritism, and so on.

### **9. Tolerance to conflict**

The extent to which employees or employees are encouraged to express conflict and criticism openly. Dissent is a phenomenon that often occurs in an organization. However, differences of opinion and criticism can be used to make improvements or changes in strategy to provide maximum service to the community.

### **10. Communication pattern**

The extent to which formal hierarchies of authority limit communication. Sometimes the hierarchy of authority can inhibit communication patterns between superiors and subordinates or between employees themselves.

### **c) Competency Theory**

According to Scale in Sutrisno (2011: 202), competence comes from the word competence, which means skill, ability, and authority.

Etymologically, competence is defined as the behavioral dimension of expertise or excellence of a leader or staff who has excellent skills, knowledge, and behavior. According to Lyle Spencer and Signe Spencer (Moehariono 2012: 5), competence is an underlying characteristic of a person related to the effectiveness of individual performance in his work or individual characteristics that have a causal relationship or as a cause and effect with criteria that are used as references, effective or superior prime performance in the workplace in certain situations.

According to Spencer and Spencer (Suwatno 2009: 23) states that there are five characteristics of competence, namely as follows:

#### **1. Skill**

The ability to be able to carry out specific physical and mental tasks.

#### **2. Knowledge**

Any information that a person has, especially in a specific field. Knowledge is a complex competency.

#### **3. Self Concepts**

The concept of self is the attitude or value, or self-image of people. The concept of self is all ideas, thoughts, beliefs, and convictions that individuals know about themselves and influence individuals in dealing with others.

#### **4. Motive**

What is consistently thought or desires that cause action? What drives behavior that leads and is chosen towards certain activities or goals.

## 5. Traits

Physical characteristics and reactions that are consistent with the situation or information.

### d) Theory of Work Effectiveness

According to Sutarto (2012: 38), Work effectiveness is a condition in which physical and spiritual activities carried out by humans can achieve the desired results. According to Denison, translated by Khairul Saleh (2010: 15), work effectiveness is a measure in measuring the effectiveness of the company through several approaches whose results can be seen from the level of achievement of objectives company.

The following dimensions of work effectiveness, according to Denison, are translated by Khairul Saleh (2010: 45) as follows:

#### 1. Involvement

Involvement is a treatment that makes staff feel included in the organization's activities, so that makes staff responsible for the actions taken. Involvement consists of three indicators, namely:

##### a. Empowerment

Empowerment (empowerment) is a process that allows staff to have input and control over their work, as well as the ability to share suggestions and ideas about their work openly.

##### b. Teamwork (team orientation)

Teamwork (Team Orientation) shows the effectiveness of teamwork in contributing to organizations where teamwork is an attempt to solve a problem and increase the innovation of its members.

##### c. The capability of development (capability development)

Capability Development is the ability of an organization to improve its staff's ability so that they can compete and achieve organizational goals.

#### 2. Consistency

Consistency is the level of agreement among members of an organization of the organization's underlying assumptions and core values. Consistency emphasizes systems of beliefs, values, and symbols that are understood and shared by members of the organization and the implementation of coordinated activities. Consistency can be seen from three indicators, namely:

##### a. Core value

Core values are permanent guidelines or beliefs about what is right and not right that direct the actions

and behavior of staff in achieving organizational goals.

**b. Agreement**

Agreement (Agreement) is a process when staff in an organization can achieve a common opinion about the problems that occur or something that underlies and can resolve differences of opinion that occur within the organization.

**c. Coordination and integration (coordination and integration)**

Coordination and integration are various functions and units within the organization that works together to achieve organizational goals without disrupting their rights.

**e) Employee Performance Theory**

According to Robbins (2006), performance is the optimal achievement by the potential possessed by an employee is always a concern of organizational leaders. This performance illustrates the extent to which a person's activities in carrying out tasks and trying to achieve the goals set.

There are six indicators to measure employee performance individually, namely: Robbins (Bandari 2016: 21).

1. Work quality. Work quality is measured by employee perceptions of the quality of work produced and the perfection of the task of employees' skills and abilities.
2. Quantity. This represents the amount generated expressed in terms such as the number of units and the number of activity cycles completed.
3. Punctuality. Is the level of activity completed at the beginning of the stated time, viewed from the point of coordination with the outputs, and maximizing the time available for other activities.
4. Effectiveness. Represents the level of use of organizational resources (energy, money, technology, raw materials) maximized to increase the yield of each unit in the use of resources.
5. Independence. Is the level of an employee who will be able to carry out their work functions.
6. Work commitment is a level where employees commit to work with the agency and employees' responsibilities towards work.

**f) Framework for Thinking**

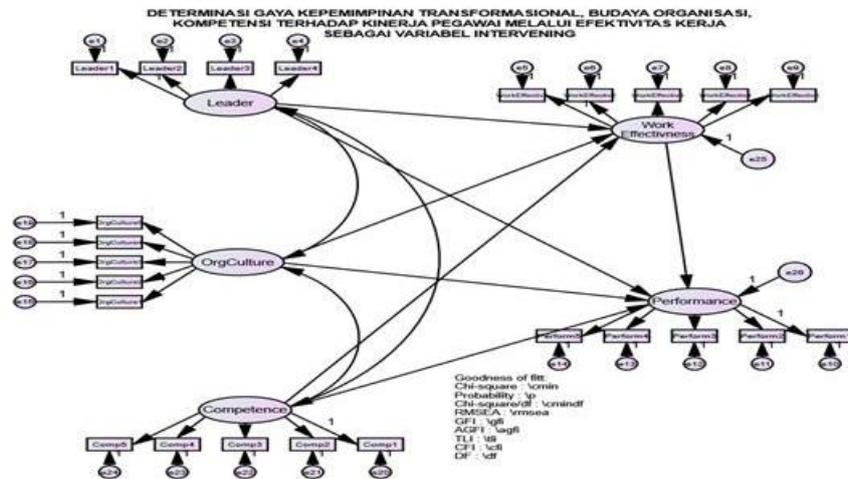


Figure 1. Research Model

**g) Hypothesis**

A hypothesis must show a clear structure so that it is easy to know the type of the variable and the direction of the relationship between variables, whether positive or negative. From the formulation of the problem observed with the proposed theory, the conceptual research model can be formulated as follows:

- a) The Transformational leadership style determines work effectiveness.
- b) Organizational culture determines work effectiveness.
- c) Competence determines work effectiveness.
- d) The transformational leadership style determines employee performance.
- e) Organizational culture determines employee performance.
- f) Competence determines employee performance.
- g) Work effectiveness determines employee performance.

**3. RESEARCH METHOD**

**a) Population**

The population is a collection of data that has the same characteristics and is the object of inference. The population in this study were all staff of the National Narcotics Agency of the Riau Islands Province as many as 110 people.

**b) Samples**

In this study, the research sample used was a non-probability sampling technique. The researcher uses one of the non-probability sampling techniques, namely a saturated sample (census technique). The

number of samples used was all staff of BNN Riau Islands Province as many as 110 people.

**c) Data Collection Techniques**

The data collection techniques used in this study are as follows:

- 1) The questionnaire, which is data collection by distributing a list of questions to the respondents and asking for their responses to the questions asked.
- 2) Interview, namely the disclosure of data by holding a question and answer to respondents and employees, to complete and question data obtained through questionnaires.
- 3) Documentation, data collection by studying written materials in the research location and library.

**d) Research Variables**

The research variable is the object to be studied. In this study used 5 (five) variables consisting of 3 (three) independent variables namely transformational leadership style (X1), organizational culture (X2) and competence (X3) with 1 (one) intervening variable namely work effectiveness (Y) and 1 (one) the dependent variable is employee performance (Z).

**e) Data Analysis Techniques**

The analysis used by researchers in this study is path analysis by drawing a flow chart that can make it easier to see the relationship to be tested. Data analysis was performed using the Structural Equation Modeling (SEM) method, and the software used for structural analysis was Amos version 24.0 of Arbuckle and for descriptive using SPSS 20.0. In this step, the suitability of the model is evaluated by examining various Goodness of Fit criteria. For this reason, the first step taken is to assess whether the data used can meet the SEM assumptions. If these assumptions are met, the model can be tested.

**4. DISCUSSION**

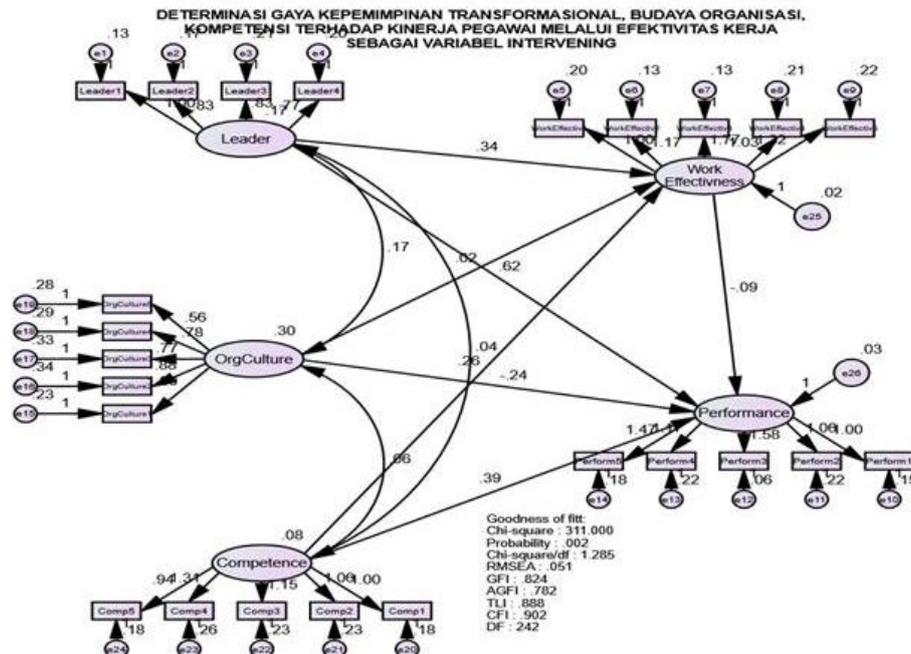


Figure 2 Full Model

Table.3. Maximum Likelihood Estimates Regression Weights:  
 (Group number 1 - Default model)

|                                    | Estimate | SE   | CR     | P.   | Label  |
|------------------------------------|----------|------|--------|------|--------|
| Work_Effectivness <--- Leader      | .344     | .137 | 2,522  | .012 | par_20 |
| Work_Effectivness <--- OrgCulture  | .021     | .085 | .245   | .806 | par_21 |
| Work_Effectivness <--- Competence  | .257     | .122 | 2,116  | .034 | par_22 |
| Performance <--- Work_Effectivness | -.095    | .298 | -.319  | .750 | par_23 |
| Performance <--- Leader            | .617     | .237 | 2,606  | .009 | par_24 |
| Performance <--- OrgCulture        | -.238    | .117 | -2,042 | .041 | par_25 |
| Performance <--- Competence        | .386     | .177 | 2,175  | .030 | par_26 |

**Table.4. Standardized Regression Weights: (Group number 1 - Default model)**

|                                    | Estimate |
|------------------------------------|----------|
| Work_Effectivness <--- Leader      | 589      |
| Work_Effectivness <--- OrgCulture  | .048     |
| Work_Effectivness <--- Competence  | .309     |
| Performance <--- Work_Effectivness | -083     |
| Performance <--- Leader            | .920     |
| Performance <--- OrgCulture        | -480     |
| Performance <--- Competence        | .403     |

**Table.5. Squared Multiple Correlations: (Group number 1 - Default model)**

|                    | Estimate |
|--------------------|----------|
| Work_Effectiveness | .636     |
| Performance        | .626     |

Squared Multiple Correlation whose value is respectively for Work Effectiveness Culture (Work Effect) = 0.636 for Employee Performance (Performance) = 0.626, as shown in Table 20 above. According to Ferdinand, (2002: 114) Square Multiple Correlation value for the variable Work Effectiveness (Work Effect) = 0.636 is identical to R<sup>2</sup> in SPSS of 0.636, the amount of determination is the value of Square Multiple Correlation for the variable Work Effectiveness times 100% = 0.636 x 100% = 63.6%. Thus, it can be stated that the change in Work Effectiveness is determined by the Transformational Leadership Style (leader), Organizational Culture (OrgCulture), and Competence (Comp) by 63.6%. For Employee Performance (R<sup>2</sup>) = 0.626, the amount of Determination = 0.626 x 100% = 62.6%. Thus, it can be stated that changes in Employee Performance are determined by the Transformational Leadership Style (leader), Organizational Culture (OrgCulture), and Competence (Comp) by 62.6%.

**The goodness of Fit Analysis**

Based on the test criteria, Chi-square ( $\chi^2$ ), Relative Chi-square ( $\chi^2 / df$ ), RMSEA, GFI, AGFI, TLI, and CFI above and the Goodness of Fit value of Amos for Windows processing version 24.0

**Table.6. The goodness of Fit Evaluation**

| The goodness of Fit Index             | Cut-of Value      | Results Model | Information  |
|---------------------------------------|-------------------|---------------|--------------|
| Chi-square ( $\chi^2$ )               | Is expected small | 311,000       | Well         |
| Relative Chi-square ( $\chi^2 / df$ ) | 00 3.00           | 1,285         | Well         |
| Probability                           | > 0.05            | 0.002         | Not good     |
| RMSEA                                 | $\leq 0.08$       | 0.051         | Well         |
| GFI                                   | $\geq 0.90$       | 0.824         | Marginal fit |
| AGFI                                  | $\geq 0.90$       | 0.782         | Not good     |
| TLI                                   | $\geq 0.95$       | .888          | Marginal fit |
| CFI                                   | > 0.95            | .902          | Well         |

\*) Meet the Goodness of fit Source: Research Findings, 2020

+) Marginal

Taking into account the cut-of-value and goodness of fit results of the model above, it appears that six of the eight criteria used have good grades (although there are still some substandard model test requirements, the values are the closest to standard), to expect the model to be right there is one more way to modify the model so that this model can be well-received (Solimun, 2002: 80 and Solimun, 2004: 71). After the discussion of theory and research, the results of this study can be described as follows:

1. Determination of latent variables Leadership Style to latent variables Work Effectiveness has a standardized estimate (regression weight) of 0.589 with Cr (Critical ratio = identical to the t-value) of 2.522 at probability = 0.012. CR value of  $2.522 > 2.00$  and Probability =  $0.012 < 0.05$  indicates that the determination of the latent variable of the Transformational Leadership Style towards the latent variable of Work Effectiveness is significantly affirmative. This study's results are in line with the findings of Fareshti Nurdiana Dihan (2013), and teori that supports this finding is Robbins and Judge's theories (2013: 416-419). Through the study of Transformational Leadership Style variables with indicators of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration conducted by researchers at BNN Riau Islands Province shows that BNN Leaders of Riau Islands Province inspire and provide encouragement and guidance to their employees to work with the best capabilities they have to achieve the vision "Protect and save the people of the Riau

archipelago from the misuse of narcotics abuse and illicit trafficking." with the mission and organizational goals that have been determined and by the targets outlined in the BNN Riau Islands Province Work Agreement document.

2. Determination of latent variables Organizational Culture on latent variables Work Effectiveness has a standardized estimate (regression weight) of 0.048 with Cr (Critical ratio = identical to the t-value) of 0.245 at probability = 0.806. CR value of 0.245 <2,000 and Probability = 0.806 > 0.05 indicates that the determination of Organizational Culture) on Work Effectiveness is positive and not significant. This study's results are in line with the previous findings from Umm Kultsum (2017) and contradict the previous findings from Rokhman and Fatihin (2014) that there is a positive and significant influence of organizational culture determine work effectiveness. This study's results indicate that organizational culture variables do not have a dominant determination of work effectiveness through studies with indicators of individual initiative, risk tolerance, direction, integrity, and management support, in the sense that the object data sampled in this study did not succeed in proving the relationship between Organizational Culture and Work Effectiveness. In other words, it does not mean Organizational Culture does not determine Work Effectiveness. It is just that this research sample did not succeed in proving the theory. That does not mean Organizational Culture does not determine Work Effectiveness. It is just that this research sample did not succeed in proving the theory. That does not mean Organizational Culture does not determine Work Effectiveness. It is just that this research sample did not succeed in proving the theory.

3. Determination of latent variables Competence for latent variables Work Effectiveness has a standardized estimate (regression weight) of 0.309 with Cr (Critical ratio = identical to the t-value) of 2.116 at probability = 0.034. The value of CR = 2.116 > 2,000 and Probability = 0.034 <0.05 indicates that the determination of Competency for Work Effectiveness is significantly positive. The results of this study are in line with previous research by Jacob Setiawan (2016). Through the study of competency variables with indicators of knowledge, skills, traits, self-concept, and motivation shows that employees in BNN Riau Islands Province have the knowledge and skills, traits, self-concept and motivation in the implementation of basic tasks and functions in efforts to prevent and eradicate abuse and illicit trafficking narcotics. The leadership provides an opportunity for employees to follow every training that is carried out in order to increase their knowledge and abilities. Competency is one of the important variables that must be possessed by an employee in BNN Riau Islands Province in carrying out his work providing services to the public so that with the competence can increase work effectiveness within the BNN Riau Islands Province in completing work by the targets and objectives of the organization.

4. Determination of latent variables Transformational Leadership Style to latent variables Employee Performance has a standardized estimate (regression weight) of 0.920 with Cr (Critical ratio = identical

to the t-count value) of  $2.606 = 0,009$ . CR value  $2.606 > 2,000$  and Probability =  $0,009 < 0.05$  indicates that the determination of the latent variable Transformational Leadership Style to the latent variable Employee Performance is significantly affirmative. This finding is in line with the results of previous studies conducted by Mariam (2011). Through the study of transformational leadership style variables with indicators of Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individual Consideration conducted by researchers at BNN Riau Islands Province shows that there is a positive influence on transformational leadership style on the work behavior of employees at BNN Riau Islands Province so that it will produce high performance. Employees will work harder, be more enthusiastic, try to finish work on time, and use all their abilities to the best of their ability, to achieve organizational goals. Conversely, if employees feel the leadership style that is applied is not acceptable, it will have a negative influence on employee work behavior so that it will produce a low performance as well. Even employees are not enthusiastic about working and completing work without thinking about the quality and quantity.

5. Determination of latent variables Organizational Culture on latent variables Employee Performance has a standardized estimate (regression weight) of 0.480, with Cr (Critical ratio = identical to the t-count value) of -2.042 at probability = 0.041. CR value  $-2.042 > 2,000$  and Probability =  $0.041 < 0.05$  indicates that the determination of Organizational Culture on Employee Performance is negative and significant. This study's results are in line with the findings of Wahyu Nurhayati and Anik Hermaningsih (2013). In BNN Riau Islands Province, organizational culture is highly valued. Organizational culture continues to be implanted so that it is expected to ingrained in the employees, even though there has been a change or shift in organizational culture in BNN Riau Islands Province which can be said to be still new, namely BNN RI culture (Brave, Nationalism, Neutral, Responsive and Innovative). However, they still maintain the excellence of Service, Integrity, and Professionalism through the existence of an old culture. Organizational culture can move the conscience and mind to do things better. Bureaucratic culture is reflected through the enforcement of employee discipline penalties, the division of tasks is carried out evenly, by employee standards and competencies. So that the culture can be a motivator in the employees to improve their performance. An innovative culture is realized by providing employees with opportunities to work and develop themselves through formal and informal education and training. A positive organizational culture will drive the organization in a better direction. Conversely, a negative organizational culture will hurt the organization.

6. Determination of latent variables Competence for latent variables Employee Performance has a standardized estimate (regression weight) of 0.403, with Cr (Critical ratio = identical to the t-value) of 2.175 at probability = 0.030. CR value  $2.175 > 2,000$  and Probability =  $0.030 < 0.05$  indicates that the determination of Competency (Comp) on Employee Performance is significantly positive. The results showed that the dimensions of competency knowledge, skills, attitudes, self-concept, and motivation have a significant determination to improve employee performance. This finding is in line

with the results of previous studies of Priyati (2013). One form of employee development programs at BNN Riau Islands Province is carried out through education and training programs. Employee education and training contribute to improving productivity, effectiveness, and efficiency of the organization. Education and training for employees must be provided regularly so that each employee is maintained his competence to improve organizational performance. The rationale for BNN of the Riau Islands Province in involving their employees in the implementation of the education and training program is the guidance and career development of the employee concerned, the interests of promotion, the availability of budget and requirements for employees who follow the training. The selection of employees included in the training is based on the organization's needs, reasons for improving performance, abilities, skills of employees, and rank.

7. Determination of latent variables Work Effectiveness of latent variables Employee Performance has a standardized estimate (regression weight) of 0.083, with Cr (Critical ratio = identical to the t-count value) of -0.319 at probability = 0.750. CR -0.319 value <2,000 and Probability = 0.750> 0.05 indicate that the determination of the latent variable Work Effectiveness of the latent variable Employee Performance (Perform) is negative and not significant. The results obtained in the study indicate that the effectiveness of the work achieved by employees does not guarantee an increase or decrease in employee performance at BNN Riau Islands Province. The results obtained are by the description of the theory proposed by Gibson et al. (2009), which reveals that work's effectiveness is not the main factor that drives performance improvement. However, the determining factor for improving performance for an employee lies in his personality, seriousness, and commitment as a member of an organization or as a professional. The same research results were also obtained by Lin et al. (2014), who found that effectiveness does not directly determine performance improvement. However, instead, performance improvement is more determined by the individuals who carry it out. Malavia (2014) argues that the critical success factors in achieving performance not only lie ineffectiveness at work but are also driven by job perspective and personality characteristics possessed by employees.

8. Work effectiveness determines Transformational Leadership Style, Organizational Culture and Competence of 63.6% and the rest is influenced by other factors not examined by 36.4%, Employee Performance determines Transformational Leadership Style, Organizational Culture and Competence by 62.6% and the rest is influenced by other factors not examined by 37.4%.

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