

## The Effect of Competency and Culture Transformation on Company Performance: The Mediating Role of Service Quality and Employee Loyalty at PT PLN Enjiniring

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### ABSTRACT

This study examines the effects of Employee Competence and Culture Set on Performance (Key Performance Indicators/KPI) through Internal Service Quality and Employee Loyalty at PT PLN Enjiniring. The research employed a quantitative explanatory approach with a causal design. The findings reveal that Employee Competence has a positive but insignificant direct effect on Internal Service Quality and Performance. Culture Set demonstrates a positive but insignificant effect on Employee Loyalty, while significantly influencing Internal Service Quality and Performance. Internal Service Quality significantly affects both. The study concludes that organizational performance is influenced more strongly by organizational systems, internal service mechanisms, and work culture than by individual competence alone. These findings highlight the importance of strengthening digital work culture, improving internal

## **INTRODUCTION**

The increasing complexity of the business environment requires organizations to continuously align their strategic direction with operational execution. Failure to adapt organizational capabilities to environmental changes may lead to strategic drift, a condition in which organizational strategies gradually lose relevance to market dynamics and organizational needs Exploring Corporate Strategy. This issue becomes particularly relevant in knowledge-intensive organizations, including engineering consulting companies, where organizational performance depends heavily on competence development, organizational culture, and internal capability transformation.

In the context of PT PLN Enjiniring, the implementation of the 6G Transformation program reflects the company's strategic effort to strengthen long-term organizational performance through competency and cultural transformation. The transformation framework consists of 3 strategic themes, 10 strategic objectives, 20 strategic initiatives, 75 strategic programs, and 433 operational milestones aligned with the company's Strategic Plan 2024–2028. The transformation roadmap is supported through the Balanced Scorecard (BSC) framework proposed by Robert S. Kaplan and David P. Norton, emphasizing the causal relationship between Learning and Growth, Internal Business Process, Stakeholder, and Financial perspectives.

Despite the comprehensive strategic architecture, the operational realization of the transformation remains relatively limited. Based on the 6G Transformation Dashboard as of December 31, 2025, milestone completion only reached 61.6% of the cumulative annual target and 25.46% of the overall 2028 target. At the same time, the company consistently achieved Organizational Performance Scores (NKO) above 100 during 2021–2025. However, several achievements were supported by waiver mechanisms and KPI adjustments, indicating potential misalignment between formal performance indicators and substantive strategic progress.

The contradiction between high numerical KPI achievement and incomplete strategic execution suggests the existence of a strategic-operational misalignment. Although the company has established a structured strategy map and transformation monitoring system, challenges remain in cascading KPIs, internal coordination, long-term performance measurement, and transformation execution. These conditions indicate that the primary issue may not lie in the absence of strategic systems, but rather in the effectiveness of internal organizational mechanisms in translating competence and organizational culture into sustainable organizational performance.

From a theoretical perspective, organizational competence and culture represent strategic intangible assets that influence organizational outcomes through internal behavioral and psychological mechanisms. The Competency Model developed by Lyle M. Spencer and Signe M. Spencer explains that competence is a fundamental characteristic that contributes to superior performance. Meanwhile, the Daniel R. Denison organizational culture model emphasizes the role of involvement, consistency, adaptability, and mission in supporting organizational effectiveness.

In addition, internal service quality plays an important role in shaping employee perceptions and organizational commitment. The SERVQUAL framework proposed by A. Parasuraman conceptualizes service quality as a multidimensional construct reflecting organizational support and service experience. Furthermore, employee loyalty is explained through the Three-Component Model of Organizational Commitment developed by John P. Meyer and Natalie J. Allen, consisting of affective, continuance, and normative commitment dimensions.

Previous studies have demonstrated that service quality, employee engagement, and organizational commitment significantly influence organizational performance. However, most prior studies adopt a customer-based perspective and focus on direct relationships between satisfaction, loyalty, and financial performance. Empirical studies examining internal performance mechanisms within engineering consulting firms, particularly in the Indonesian context, remain limited. Moreover, previous studies rarely integrate competence transformation, organizational culture, internal service quality, employee loyalty, and KPI-based organizational performance into a single comprehensive framework.

## **THEORETICAL REVIEW**

### ***Theoretical Background***

This study is grounded in Dynamic Capabilities Theory, which explains how organizations sustain performance in dynamic environments through the ability to integrate, develop, and reconfigure internal resources. According to Teece (2007), organizations achieve sustainable competitive advantage through sensing, seizing, and transforming capabilities that enable adaptation to environmental change. This perspective is relevant to PT PLN Enjiniring, particularly within the implementation of the 6G Transformation program. The transformation emphasizes competency development, cultural alignment, operational integration, and organizational adaptability to support long-term strategic performance. The study also adopts the Resource-Based View, which positions employee competence and organizational culture as strategic intangible resources capable of creating sustainable organizational value and competitive advantage.

### ***Employee Competence***

Employee competence represents employees' knowledge, technical skills, problem-solving ability, and professionalism in performing organizational tasks. This study adopts the competency model proposed by Spencer & Spencer (1993), which includes knowledge, skills, self-concept, traits, and motives. Competence is considered a strategic capability that supports organizational effectiveness and performance improvement.

### ***Organizational Culture***

Organizational culture reflects shared values, norms, and organizational practices that influence employee behavior and organizational interaction. This

study refers to the organizational culture model developed by Denison (1990, 2000), consisting of involvement, consistency, adaptability, and mission dimensions. Within the context of organizational transformation, culture functions as a strategic mechanism that supports alignment between strategy and operational execution.

### ***Internal Service Quality***

Internal service quality refers to employees' perceptions regarding organizational systems, managerial support, work procedures, and operational facilities. This concept is adapted from the SERVQUAL framework developed by Parasuraman et al. (1988) and the Service-Profit Chain model introduced by Heskett et al. (1994). Internal service quality includes reliability, responsiveness, assurance, empathy, and tangibles within the organizational environment.

### ***Employee Loyalty***

Employee loyalty reflects employees' organizational commitment and willingness to remain within the company while supporting organizational objectives. This study adopts the Three-Component Model of Organizational Commitment proposed by Meyer & Allen (1991), consisting of affective, continuance, and normative commitment dimensions.

### ***Organizational Performance (KPI)***

Organizational performance is measured through Key Performance Indicators (KPI) based on the Balanced Scorecard framework developed by Kaplan & Norton (1996). The framework integrates learning and growth, internal business process, stakeholder, and financial perspectives to evaluate strategic organizational outcomes.

### ***Previous Studies***

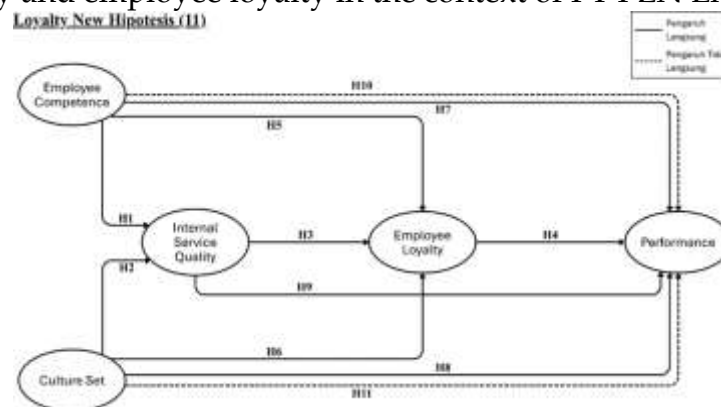
Previous studies have widely examined the relationships among competence, organizational culture, service quality, employee loyalty, and organizational performance. Several studies found that competence positively influences service quality and employee performance. For example, Ingsih et al. (2024), Apriyanti (2023), and Cao et al. (2024) demonstrated that employee competence significantly improves service quality and job performance. However, other studies such as Permana et al. (2026) and Afuan et al. (2024) reported that competence does not always directly affect performance, indicating the possible existence of mediating mechanisms.

Research on organizational culture also shows consistent evidence regarding its role in improving organizational outcomes. Studies conducted by Le et al. (2025), Chaanine (2025), Hasan (2023), and Firdaus et al. (2022) revealed that organizational culture contributes to employee loyalty, engagement, service quality, and organizational performance, either directly or indirectly through mediating variables such as trust, satisfaction, and loyalty.

Furthermore, studies related to internal service quality and employee loyalty indicate that internal organizational mechanisms play an important role in shaping employee behavior and organizational performance. Abdullah et al.

(2021), Sharma et al. (2016), and Perić et al. (2021) found that internal service quality positively influences employee satisfaction, organizational commitment, loyalty, and performance. Meanwhile, Ateeq et al. (2023), Liu & Liu (2022), as well as Stojanovic et al. (2020), confirmed that employee loyalty significantly contributes to organizational and business performance.

Although previous studies provide important insights, most research tends to examine the variables separately or focuses on customer-based perspectives, particularly in banking, healthcare, and service industries. Empirical studies integrating employee competence, organizational culture, internal service quality, employee loyalty, and KPI-based organizational performance within a single employee-driven performance framework remain limited, especially in engineering consulting companies and Indonesian state-owned enterprises. Therefore, this study develops an integrated conceptual model to explain how competence transformation and organizational culture influence organizational performance through the mediating roles of internal service quality and employee loyalty in the context of PT PLN Enjiniring.



**Figure 1. Conceptual framework and research hypotheses**

## METHODOLOGY

This study employed a quantitative explanatory research design to examine the direct and indirect relationships among Employee Competence, Culture Set, Internal Service Quality, Employee Loyalty, and Organizational Performance (KPI) at PT PLN Enjiniring. The study was conducted during March–April 2026 and involved 134 strategic-level employees selected using a total sampling technique. Primary data were collected through structured online questionnaires using a five-point Likert scale. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM), including measurement model evaluation (validity and reliability testing), structural model assessment, hypothesis testing through bootstrapping, and serial mediation analysis to examine the mediating roles of Internal Service Quality and Employee Loyalty in influencing organizational performance.

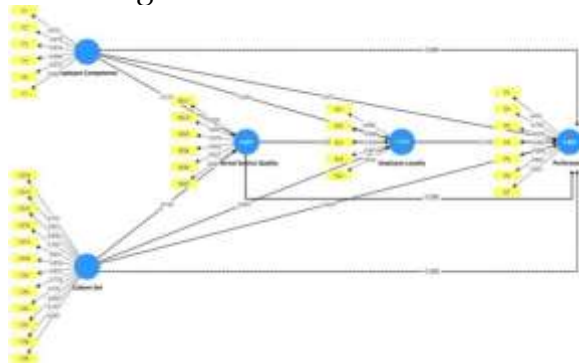
## RESULTS

### *Measurement Model Evaluation*

The measurement model evaluation demonstrated that all indicators met the validity and reliability requirements. Convergent validity was confirmed through outer loading values above 0.70 and Average Variance Extracted (AVE) values exceeding 0.50. Reliability testing also showed satisfactory results, with Composite Reliability (CR) and Cronbach's Alpha values above 0.70 for all constructs. These results indicate that the constructs of Employee Competence, Culture Set, Internal Service Quality, Employee Loyalty, and Performance were valid and reliable for further structural model analysis

### *Structural Model Evaluation*

Structural model evaluation was conducted using the coefficient of determination ( $R^2$ ), predictive relevance ( $Q^2$ ), and hypothesis testing. The  $R^2$  results indicated that Internal Service Quality, Employee Loyalty, and Performance were moderately to strongly explained by the exogenous variables included in the model. The predictive relevance values also confirmed that the model had acceptable predictive capability. The structural relationships among variables are illustrated in Fig. 2.



**Figure 2. Structural Model and Hypothesis Testing Results**

Before discussing each hypothesis in detail, the results of the structural relationship testing are presented in Table 3. The hypothesis testing included direct relationships and serial mediation relationships among Employee Competence, Culture Set, Internal Service Quality, Employee Loyalty, and Performance. The significance of each relationship was evaluated using the path coefficient, t-statistics, and p-values obtained from the PLS-SEM analysis. Relationships with p-values below 0.05 were considered statistically significant.

**Table 3. Results of Direct and Serial Mediation Hypothesis Testing**

Hypothesis	Relationship	Path Coefficient	t-Statistic	p-Value	Result
H1	Employee Competence → Internal Service Quality	0,123	1,518	0,129	<i>Rejected</i>
H2	Culture Set → Internal Service Quality	0,744	11,297	0,000	Accepted
H3	Internal Service Quality → Employee Loyalty	0,538	3,499	0,000	Accepted

H4	Employee Loyalty → Performance	0,156	2,219	0,027	Accepted
H5	Employee Competence → Employee Loyalty	0,280	2,890	0,004	Accepted
H6	Culture Set → Employee Loyalty	0,005	0,035	0,972	Rejected
H7	Employee Competence → Performance	0,075	1,135	0,257	Rejected
H8	Culture Set → Performance	0,426	4,179	0,000	Accepted
H9	Internal Service Quality → Performance	0,326	3,337	0,001	Accepted

Hypothesis	Relationship	Path Coefficient	t-Statistic	p-Value	Result
H10	Employee Competence → Internal Service Quality → Employee Loyalty → Performance	0.083	2.514	0.012	Accepted
H11	Culture Set → Internal Service Quality → Employee Loyalty → Performance	0.174	3.648	0.000	Accepted

Based on Table 3, several direct relationships were found to have significant positive effects, particularly the influence of Culture Set on Internal Service Quality, Internal Service Quality on Employee Loyalty, and Internal Service Quality on Performance. Meanwhile, Employee Competence showed insignificant direct effects on Internal Service Quality and Performance. The mediation analysis also revealed that Employee Competence and Culture Set significantly influenced Performance indirectly through Internal Service Quality and Employee Loyalty. These findings indicate that organizational support systems and employee attachment play important mediating roles in improving company performance at PT PLN Enjiniring.

## DISCUSSION

### *Employee Competence and Internal Service Quality*

The results showed that Employee Competence had a positive but insignificant effect on Internal Service Quality at PT PLN Enjiniring. This finding indicates that individual competence alone was insufficient to directly improve internal service quality. Although employees possessed technical skills, work process understanding, and adaptability toward new technologies, internal service quality was more strongly influenced by organizational systems, workflow effectiveness, coordination among units, and managerial support. This result is consistent with previous studies by Septina & Josiah (2025), as well as Apriyanti (2023), which emphasized that employee competence contributes to service quality improvement. However, the present study also supports the findings of Sutarmo et al. (2024), which suggested that organizational systems and work environments play a more dominant role in shaping service quality than individual competence alone.

### ***Culture Set and Internal Service Quality***

Culture Set had a positive and significant effect on Internal Service Quality. The implementation of the 6G Culture Set successfully strengthened workflow effectiveness, coordination, operational discipline, and digitalization processes within PT PLN Enjiniring. Dimensions such as Go Digital, Guard Value, and Grow Core contributed to improving internal operational systems and service consistency. This finding supports the study conducted by Le et al. (2025), which demonstrated that organizational culture positively affects service quality. A strong organizational culture enhances coordination, operational effectiveness, and process discipline, ultimately improving service quality within the organization.

### ***Internal Service Quality and Employee Loyalty***

Internal Service Quality significantly influenced Employee Loyalty. Employees who perceived adequate work support, effective systems, responsive coordination, and managerial assistance tended to demonstrate stronger attachment and commitment toward the organization. This result is aligned with the findings of Abdullah et al. (2021), which indicated that internal service quality positively influences employee attitudes and organizational commitment. Similarly, Perić et al. (2021) emphasized that supportive organizational systems and effective internal services increase employee commitment and loyalty.

### ***Employee Loyalty and Performance***

Employee Loyalty had a positive and significant effect on Performance. Loyal employees demonstrated stronger commitment toward organizational goals and contributed more effectively to company performance achievement. Employees with high loyalty tended to maintain productivity, support teamwork, and strengthen organizational reputation. This finding is consistent with the study by Stojanovic et al. (2020), which found that employee loyalty improves organizational performance. In addition, Ateeq et al. (2023) reported that employee loyalty positively affects job performance through increased commitment and work participation.

### ***Employee Competence and Employee Loyalty***

Employee Competence significantly influenced Employee Loyalty. Employees with higher competence tended to feel more capable, confident, and adaptable in completing their work responsibilities, thereby strengthening their attachment to the organization. This finding supports the research conducted by Sriwati & Siswani (2023), which concluded that competence positively influences employee loyalty. Competence development increases employees' confidence, motivation, and willingness to remain within the organization.

### ***Culture Set and Employee Loyalty***

Culture Set showed a positive but insignificant effect on Employee Loyalty. Although organizational culture contributed positively to employees' perceptions, its direct influence on loyalty was statistically insignificant. Employees' loyalty was more strongly influenced by actual work experiences, such as internal support

quality and competence development, rather than organizational culture alone. This result differs from the findings of Chaanine (2025) and Saputra et al. (2023), which reported that organizational culture significantly improves employee loyalty. However, the present study supports Wibawa et al. (2014), who argued that organizational culture may require mediating variables such as leadership, work satisfaction, and organizational experience to strengthen employee loyalty.

#### ***Employee Competence and Performance***

Employee Competence had a positive but insignificant direct effect on Performance. This finding indicates that competence alone was insufficient to directly improve organizational performance in the engineering context of PT PLN Enjiniring. Organizational performance was more dependent on internal systems, workflow coordination, technology support, and operational effectiveness. This result is consistent with the studies of Wibowo et al. (2021) and Permana et al. (2026), which showed that competence does not always directly influence performance. Additionally, Cao et al. (2024) emphasized that competence requires organizational support mechanisms to generate optimal performance outcomes.

#### ***Culture Set and Performance***

Culture Set significantly influenced Performance. The implementation of the 6G Culture Set strengthened operational effectiveness, digital transformation, coordination, and work discipline, which collectively contributed to improved company performance. This finding supports the studies of Ben Saad & Abbas (2018), which found that organizational culture positively affects performance. Similarly, Cherian et al. (2021) concluded that organizational culture significantly influences employee behavior, productivity, and organizational effectiveness.

#### ***Internal Service Quality and Performance***

Internal Service Quality had a positive and significant effect on Performance. Effective internal systems, responsive managerial support, and efficient coordination enabled employees to work more productively and focus on organizational targets. This finding aligns with the research conducted by Aydemir & Kıpçak (2024), which demonstrated that internal service quality improves employee performance and organizational productivity through effective support systems and leadership.

#### ***Indirect Effect of Employee Competence on Performance through Internal Service Quality and Employee Loyalty***

Employee Competence significantly influenced Performance through Internal Service Quality and Employee Loyalty. This result indicates that competence contributed more effectively to performance improvement when supported by organizational systems and employee attachment mechanisms. This finding supports the study by Afuan et al. (2024), which explained that competence often affects performance indirectly through organizational and employee-related mediating variables. Competence enhanced work effectiveness, improved internal

service quality, strengthened employee loyalty, and ultimately contributed to organizational performance.

### ***Indirect Effect of Culture Set on Performance through Internal Service Quality and Employee Loyalty***

Culture Set significantly influenced Performance through Internal Service Quality and Employee Loyalty. The implementation of the 6G Culture Set strengthened internal systems, coordination, work discipline, and employee attachment, which subsequently improved organizational performance. This finding is consistent with the research conducted by Hasan (2023), which showed that organizational culture affects performance indirectly through organizational mechanisms and employee engagement. In addition, Firdaus et al. (2022) found that organizational culture improves performance through employee loyalty and work discipline.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study examined the relationships among Employee Competence, Culture Set, Internal Service Quality, Employee Loyalty, and Performance (KPI) at PT PLN Enjiniring using the PLS-SEM approach. The structural model evaluation demonstrated that all constructs fulfilled validity and reliability criteria, while the predictive capability of the model was categorized as substantial, particularly in explaining organizational performance. The findings indicate that organizational culture and internal service quality play a strategic role in supporting organizational transformation and improving company performance. The hypothesis testing results demonstrate that Culture Set has a positive and significant effect on both Internal Service Quality and Performance (KPI). These findings indicate that the implementation of the 6G Culture Set strengthens work systems, digitalization, coordination, and organizational effectiveness, which ultimately supports company performance improvement. In contrast, Employee Competence was found to have a positive but insignificant direct effect on Internal Service Quality and Performance. This suggests that individual competence alone is insufficient to improve organizational performance without support from organizational systems, coordination mechanisms, and internal work processes.

The results also confirm that Internal Service Quality significantly affects Employee Loyalty and Performance (KPI). Employees who perceive better internal support systems, effective workflows, responsive coordination, and managerial support tend to demonstrate stronger organizational attachment and higher work effectiveness. Furthermore, Employee Loyalty significantly contributes to company performance, indicating that loyal employees are more committed to achieving organizational goals and maintaining sustainable performance. In addition, Employee Competence significantly affects Employee Loyalty, indicating that competent employees tend to experience stronger confidence, engagement, and organizational attachment. However, Culture Set showed a positive but insignificant direct effect on Employee Loyalty, suggesting that organizational culture may influence loyalty indirectly through employees' work experiences and organizational support systems rather than emotional attachment alone.

The mediation analysis further revealed that Employee Competence and Culture Set significantly influence Performance through Internal Service Quality and Employee Loyalty. These findings confirm that organizational performance improvement in PT PLN Enjiniring is not solely determined by individual capability, but also by the integration of organizational culture, internal service systems, and employee attachment mechanisms. Therefore, strengthening organizational support systems and improving internal service quality are essential to maximizing the effectiveness of competence development and organizational transformation initiatives.

### **FURTHER STUDY**

This study has several limitations. First, the study employed a cross-sectional design, which limited the ability to capture dynamic relationships among variables over time. Second, the research relied on employees' self-perceptions, which may introduce subjective bias in the responses. Third, the study was conducted only within PT PLN Enjiniring, limiting the generalizability of the findings to other organizational contexts.

Future studies are recommended to incorporate additional variables such as Transformational Leadership, Employee Engagement, Organizational Support, Digital Capability, and Work Environment to provide broader explanations of organizational performance determinants. Future research may also apply moderated mediation models, longitudinal approaches, or mixed-methods designs to better capture causal dynamics and enrich quantitative findings with qualitative insights. In addition, expanding the research context to other engineering or energy-sector organizations may improve the external validity and comparative relevance of the proposed model.

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