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The Effect of Transformational Leadership and Training on Internal Service Quality With Organizational Culture As A Mediation Variable

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ABSTRACT

This study aims to analyze the factors that influence the quality of internal service at Burger King FSDT in South Jakarta. The population of this research is employees of Burger King FSDT in South Jakarta with a total sample of 126 employees. The data analysis method used Structural Equation Model-Partial Least Square (SEM-PLS). The results of the study found that transformational leadership has a positive and significant effect on organizational culture. Transformational leadership has no effect on the quality of internal services. Organizational culture has a positive and significant effect on the quality of internal services. Training has a positive and significant effect on organizational culture. Training does not affect the quality of internal services. Organizational culture is not able to mediate between transformational leadership variables and internal service quality. Organizational culture is able to mediate between training variables and internal service quality.

Keywords: *Transformational Leadership, Training, Organizational Culture, Internal Service Quality, SEM PLS*

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INTRODUCTION

Currently, Indonesia is still ranked fourth with 3.51% of the world's population and is also a developing country (Worldmeters, December 14, 2020). According to the results of research conducted by the Health Education Authority aged 15-34 years are the most consumers who choose fast food. This is what makes the number of fast food restaurants or fast food growing rapidly in Indonesia, apart from fast food or fast food, it can also be an alternative to gather with family, relatives or even business associates. Service quality is a big concern for fast food entrepreneurs because of the company's ability to provide satisfaction to customers, fellow employees, and also leaders (Kasmir, 2017: 47). One of the fast food restaurants that serves burgers in Indonesia is Burger King. Burger King itself started to establish its first restaurant in Indonesia in 2007 precisely in Senayan City as the first outlet owned. To be able to retain existing customers and increase the number of customers. Burger King has a strong service quality strategy in increasing sales so that it can survive in business competition. The organization's inability to provide the best service to the community or customers in this case is more due to the existence of a service gap enjoyed by consumers with the services expected by consumers due to the non-fulfillment of customer expectations. The quality of service provided to customers is certainly inseparable from the quality of

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internal services, namely services provided between one employee to another (Almohaimmeed, 2019). To be able to provide good service to customers, it must first provide quality services between colleagues in the organization. This research was conducted in order to be able to measure how well the quality of internal services that have been provided, as well as to find out how far the services provided by fast food restaurants Burger King FSDT in South Jakarta so far, which are expected to affect the quality of service to customers so as to increase customer satisfaction.

LITERATURE REVIEW

1. Internal Service Quality

Service according to Kasmir (2017: 47) is the act or deed of a person or an organization to provide satisfaction to customers, fellow employees, and also leaders. Rusydi (2017: 39) argues that service quality is the company's ability to provide the best quality service compared to its competitors. Lewis and Booms (in Tjiptono 2017: 142) argue that service quality can be interpreted as a measure of how well the level of service provided is able to match the expectations or expectations of customers. Service quality *Internal* defined in this study is the service provided by the company to employees who are *internal consumers.* (Brandon-Jones & Silvestro, 2010) explains that internal quality is an employee's perception of the services provided by different organizational units or people who work in this unit for other employees in the organization.

2. Transformasional Leadership

Transformational leadership inspires their followers not only to believe in themselves personally, but also to believe in their own potential to envision and create a better future for the organization. Transformational leaders create major changes, both within themselves and their organizations (Edison, 2016:98). According to Robbins in Setiawan and Muhith (2013), says that transformational leadership is included in modern leadership theory whose ideas were originally developed by James McGroger Burns, which explicitly raises a process in which leaders and their subordinates seek to achieve higher levels of morality and motivation. Meanwhile, according to (Bass and Yukl 2015:316) is a condition in which followers feel trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than initially expected of them.

3. Training

Rae in Sofyandi (2013) concludes that training is an effort to increase the knowledge and abilities of employees in carrying out work more effectively and efficiently. The training program is a series of programs designed to increase the knowledge and skills of employees in their work relationships. The effectiveness of the training program is a term to ensure whether the training program is carried out effectively in achieving the specified goals. According to Widodo (2015: 82), training is a series of individual activities in systematically increasing skills and knowledge so that they are able to have professional performance in their fields. Training is a learning process that allows employees to carry out their current work according to standards. Meanwhile, according to Rivai and Sagala (2011: 212), training is a process. systematically changing employee behavior to achieve organizational goals. Training is related to the skills and abilities of employees to carry out current jobs.

4. Organizational Culture

According to Edgar in Taryaman (2016: 45) the pattern of basic assumptions found or developed by a group of people when they learn to solve problems, adapt to the external environment, and integrate with the internal environment. These basic assumptions have been proven to be applicable and have been proven to be well applied to solve a problem it faces and are considered valid. Therefore, it is taught to new members as the right way to understand, think, and have a strong understanding of the problem relationship. According to Krietner and Kinicki in Zuki (2016: 33) organizational culture is a form of assumption that is owned, accepted implicitly by the group and determines how the group feels, thinks, and reacts to its diverse environment. Meanwhile, according to Wahab and Tobari (2016: 49) say that organizational culture is a system of values, beliefs, and habits in an organization that interacts with its formal system structure to produce norms of organizational behavior.

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METHOD

This study uses quantitative methods. Data processing and hypothesis testing using smartPLS version 3.2.9. This research was conducted at the Burger King FSDT store in South Jakarta, Indonesia. The method used in this research is survey method , namely research in which the main source of data and information is obtained from respondents as research samples by using questionnaires or questionnaires as data collection instruments. The total respondents of Burger King FSDT employees in South Jakarta are 126 employees. The questionnaire contains a list of statements arranged systematically, where respondents can fill out the questionnaire using a *google form* and the engraving scale used is a Likert scale with 1-5.

RESULT AND DISCUSSION

The sample in this study were 126 employees of Burger King FSDT in South Jakarta who became respondents in this study, in this study, respondents were divided into several characteristics.

Tabel 1 : Characteristics of Respondents

Data	Frequency	Percentage (%)
Gender		
Men	75	59,52
Woman	51	40,48
Total	126	100
Education		
Senior High Scool	111	88,09
Associate's degree (D1/D2/D3)	7	5,56
Bachelor (S1/S2/S3)	8	6,35
Total	126	100
Length of Work		
<1 year	22	17,46
1-2 years	35	27,78
2-3 years	18	14,28
3-4 years	23	18,26
4-5 years	28	22,22
Total	126	100
Age		
< 20 year	1	0,8%
20-25 years	72	57,13%
26-30 years	44	34,92%
31-36 years	8	6,35%
36-40 years	1	0,8%
Total	126	100

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Based on Table 1, it can be seen that there are 51 female employees with a rate of 40.48%, while the male gender is 75 people with a percentage rate of 59.52%. It can be seen that there are 111 employees with the latest education in Senior High School with a rate of 88.09%. Then there are 7 employees with Associate's degree education with a level of 5.56%. Bachelor's education as many as 8 people or 6.35%. The working period of respondents from Burger King FSDT South Jakarta, the largest number is with a service period of less than 1 year, which is 22 employees or 17.46%. While the working period of 1-2 years is 35 employees or 27.78%. The work period of 2-3 years is 18 employees or 14.28%. The working period of 3-4 years is 23 people or about 18.26% and the working period of 4-5 years is 28 people or about 22.22%. Then the largest number of respondents aged Burger King FSDT South Jakarta are under 21 years old, as many as 1 employee or 0.8% while the age of 20-25 years, as many as 72 employees or by 57.13% and the age of 26-30 years, as many as 44 employees or 34.92%, then 8 employees aged 31-36 years or 6.25% and the last age 36-40 years is 1 employee or 0.8%.

1. Validity Test

Based on the PLS method, the reflexive indicator validity test was carried out in 2 stages. The first stage is testing *convergent validity* , namely testing validity based on the loading factor value of each construct, and the next stage is testing *discriminant validity* , namely testing validity based on comparisons.

a. Convergent validity test results

To test convergent validity , it is done by checking the loading factor. According to Ghozali, an indicator is considered to have a high level of validity if it has a loading factor value greater than 0.70.

Tabel 2 Loading Factor Value

Variabel	Indikator	Outer Loadings	Syarat	Status
Transformasional Leadership	X1.1	0,725	>0.7	Valid
	X1.2	0,718	>0.7	Valid
	X1.3	0,716	>0.7	Valid
	X1.4	0,707	>0.7	Valid
	X1.5	0,760	>0.7	Valid
	X1.6	0,803	>0.7	Valid
	X1.7	0,841	>0.7	Valid
	X1.8	0,793	>0.7	Valid
	X1.9	0,776	>0.7	Valid
	X1.11	0,826	>0.7	Valid
	X1.12	0,821	>0.7	Valid
	X1.13	0,797	>0.7	Valid
Training	X1.14	0,715	>0.7	Valid
	X2.1	0.735	>0.7	Valid
	X2.2	0.760	>0.7	Valid
	X2.3	0.740	>0.7	Valid
	X2.4	0.709	>0.7	Valid
	X2.5	0.767	>0.7	Valid
	X2.6	0.795	>0.7	Valid
	X2.7	0.867	>0.7	Valid
	X2.8	0.711	>0.7	Valid
	X2.9	0.786	>0.7	Valid

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	X2.10	0.790	>0.7	Valid
	X2.11	0.810	>0.7	Valid
	X2.12	0.763	>0.7	Valid
	X2.13	0.892	>0.7	Valid
Organizational Culture	Z1	0,727	>0.7	Valid
	Z2	0.898	>0.7	Valid
	Z3	0.802	>0.7	Valid
	Z4	0.743	>0.7	Valid
	Z5	0.785	>0.7	Valid
	Z6	0.722	>0.7	Valid
	Z7	0.801	>0.7	Valid
	Z10	0.779	>0.7	Valid
	Z11	0.728	>0.7	Valid
	Z13	0.782	>0.7	Valid
Internal Service Quality	Y2	0.734	>0.7	Valid
	Y3	0.808	>0.7	Valid
	Y4	0.738	>0.7	Valid
	Y5	0.747	>0.7	Valid
	Y6	0.764	>0.7	Valid
	Y7	0.893	>0.7	Valid
	Y8	0.765	>0.7	Valid
	Y9	0.728	>0.7	Valid
	Y10	0.896	>0.7	Valid
	Y11	0.880	>0.7	Valid
	Y12	0.736	>0.7	Valid
	Y14	0.727	>0.7	Valid
	Y15	0.730	>0.7	Valid

Source: Analysis results using SmartPLS 3.2.9

Results above are the results of the outer loading for each indicator owned by the transformational leadership variables, training, organizational culture, internal service quality obtained from data processing using smartPLS. Indicators of transformational leadership variables, training, organizational culture, quality service internal each has a loading factor > 0.7. This shows that all indicators of transformational leadership variables, training, organizational culture, quality service internal are valid and are still used in the model or are not excluded from the model.

The second evaluation for convergent validity seen from the examination of average variance extracted (AVE) describes the amount of variance or diversity of manifest variables that can be contained by latent constructs. The greater the AVE value, the better the manifest variable can represent the latent construct. The AVE value is good if it has a value greater than 0.50 (Imam Ghozali, 2016). Evaluation discriminant validity from the AVE examination can be seen from the AVE value based on the results of data processing SmartPLS version 3.2.9.

Tabel 3 : AVE Value

Variabel	Dimensi	AVE Value Dimensi	AVE Value Variabel
Transformasional Leadership	Idealized Influence	0.597	
	Inspirational Leadership	0.577	0.512
	Individualized Consideration	0.803	
	Intellectual Stimulation	0.585	
Training	Ability	0.650	0.508
	Knowledge	0.677	
	Process	0.612	
	Training Objectives	0.579	

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Organizational Culture	Innovation and Risk Taking	0.743	0.538
	Attention and Details	0.631	
	Results	0.711	
	Orientation People	1.000	
	Orientation Team	1.000	
	Aggressive	1.000	
	Stability	1.000	
Internal Service Quality	Tangible	0.661	0.591
	Reliability	0.624	
	Responsiviness	0.630	
	Assurance	0.663	
	Emphaty	0.674	

Source: Analysis results using SmartPLS 3.2.9

Table 4.3 above shows the AVE value of the research model. It can be seen from the table that the AVE Value for all research variables and research dimensions has a value above 0.5 so that the AVE value for discriminant validity has met for further testing. With these results, the Discriminant Validity has been fulfilled as well as the Convergent Validity so that it can be concluded that the research model is valid.

b. Evaluating *Discriminant Validity*

The second stage of validity testing is the evaluation of discriminant validity. The first evaluation of discriminant validity is to look at the value of the cross loading factor to find out whether the latent variable has an adequate discriminant, namely by comparing the correlation of the indicator with the latent variable which must be greater than the correlation between the indicator and other latent variables (Imam Ghozali, 2016). If the correlation value of the construct with the measurement item is greater than the value of the correlation with other constructs, then it shows that the latent construct predicts the size of their block better than the size of the other blocks, and it is said that the construct has discriminant validity (Imam Ghozali, 2016)

Tabel 4 : Cross Loading Value of Variables and Constructs

Indikator	Transformasional Leadership (X1)	Training (X2)	Organizational Culture (Z)	Quality Service Internal (Y)
X1.1	**0.751**	0.513	0.444	0.246
X1.2	**0.778**	0.710	0.576	0.536
X1.3	**0.720**	0.697	0.564	0.350
X1.4	**0.794**	0.630	0.498	0.560
X1.5	**0.835**	0.753	0.567	0.485
X1.6	**0.725**	0.587	0.461	0.339
X1.7	**0.930**	0.834	0.669	0.546
X1.8	**0.848**	0.800	0.686	0.565
X1.9	**0.806**	0.781	0.651	0.551
X1.11	**0.866**	0.825	0.753	0.600
X1.12	**0.719**	0.647	0.611	0.607
X1.13	**0.724**	0.685	0.638	0.410
X1.14	**0.814**	0.726	0.583	0.526
X2.1	0.602	**0.765**	0.734	0.650
X2.2	0.694	**0.773**	0.763	0.622

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X2.3	0.607	**0.814**	0.733	0.511
X2.4	0.692	**0.721**	0.716	0.627
X2.5	0.651	**0.804**	0.765	0.617
X2.6	0.717	**0.829**	0.794	0.601
X2.7	0.577	**0.721**	0.670	0.558
X2.8	0.614	**0.742**	0.709	0.524
X2.9	0.687	**0.866**	0.789	0.655
X2.10	0.636	**0.870**	0.785	0.588
X2.11	0.761	**0.907**	0.811	0.679
X2.12	0.670	**0.842**	0.762	0.591
X2.13	0.655	**0.711**	0.594	0.668
Z1	0.679	0.639	**0.773**	0.462
Z2	0.595	0.529	**0.751**	0.405
Z3	0.611	0.441	**0.722**	0.603
Z4	0.738	0.619	**0.840**	0.594
Z5	0.787	0.565	**0.879**	0.607
Z6	0.727	0.560	**0.748**	0.596
Z7	0.801	0.679	**0.870**	0.652
Z10	0.675	0.490	**0.731**	0.571
Z11	0.735	0.546	**0.770**	0.692
Z13	0.774	0.533	**0.836**	0.568
Y2	0.649	0.489	0.610	**0.737**
Y3	0.629	0.438	0.599	**0.722**
Y4	0.527	0.464	0.522	**0.728**
Y5	0.606	0.522	0.630	**0.751**
Y6	0.658	0.569	0.673	**0.769**
Y7	0.480	0.546	0.467	**0.780**
Y8	0.579	0.520	0.611	**0.765**
Y9	0.514	0.442	0.573	**0.720**
Y10	0.511	0.453	0.486	**0.793**
Y11	0.567	0.539	0.542	**0.779**
Y12	0.575	0.449	0.583	**0.737**
Y14	0.592	0.557	0.564	**0.725**
Y15	0.416	0.355	0.428	**0.738**

Source: Analysis results using SmartPLS 3.2.9

From Table 4.4 it can be seen that the variables of transformational leadership, training, organizational culture and internal have a construct correlation value with the indicator greater than the correlation value with other constructs. Thus it can be concluded that all latent constructs show discriminant validity because they can predict indicators in their block better than indicators in other blocks.

2. Reliability Test

Reliability test is a reliability test that aims to find out how far the measuring instrument is reliable or trustworthy. A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable over time (Primananda Putra, 2014).

Tabel 5 : Composite Reliability and Cronbach Alpha Value

Variabel	*Composite Reliability*	Requirement	*Cronbach Alpha*	Requirement	Result
Transformasional Leadership	0.930	>0,7	0.917	>0,6	**Reliabel**
Training	0.936	>0,7	0.925	>0,6	**Reliabel**
Organizational Culture	0.912	>0,7	0.892	>0,6	**Reliabel**
Quality Service	0.925	>0,7	0.911	>0,6	**Reliabel**

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Internal	

Source: Analysis results using SmartPLS 3.2.9

From the above model, it can be concluded that the model has met the criteria of *Composite Reliability* and *Cronbach's Alpha* so that the research model has met the criteria of Reliability and is a reliable and reliable measuring instrument.

3. R Square

The value of the coefficient of determination is between 0 and 1. The value of the coefficient of determination (R^2) is close to the value of 1. The value of R^2 explains how much the independent variable hypothesized in the equation is able to explain the dependent variable. Yamin & Kurniawan (2011) explain the criteria for limiting the value of R^2 in three classifications, namely the value of R^2 = 0.67, 0.33, and 0.19. as substantial, moderate, and weak.

Tabel 6 : Value R Square (R^2)

Konstruk	R square	R Squre Adjusted
Organizational Culture	0.780	0.776
Quality Service Internal	0.695	0.686

Source: Analysis results using SmartPLS 3.2.9

Seen in Table 4.6. the relationship between constructs based on the R Square adjusted can be explained that the organizational culture variable (Z) is 0.776, this shows that 77.6% of the organizational culture variable (Z) can be influenced by transformational (X1) and training (X2), while the remaining 22.4% is influenced by other variables outside the studied. While the relationship between constructs based on the R Square Adjusted service quality variable internal (Y) is 0.686, this shows that 68.6% of the internal leadership variables transformational (X1) and training (X2) and organizational culture variable (Z), while the remaining 31.4% is influenced by other variables outside of the research. To evaluate the value of R2 based on the calculation results using the calculate SmartPLS version 3.29 algorithm, the results of the R2 are 0.780 for the Organizational Culture variable and 0.695 for the Internal. The value of R2and indicates that the level of determination of exogenous variables (transformational leadership training) towards endogenous variables is high.

4. Q^2 Predictive Relevance

The value of Q^2 Predictive Relevance is 0.002, 0.15 and 0.35. shows that the model is weak, moderate, strong. The value of $Q^2 > 0$ indicates that the model has predictive relevance, while $Q^2 < 0$ indicates that the model lacks predictive relevance (Ghozali and Latan, 2015). There are two approaches in calculating Q^2, namely: cross-validated redundancy approach and cross-validated communality approach. In this study, the researcher uses a cross-validated redundancy approach because in this approach there are important elements of the path model, the structural model, and to predict eliminated data points. If the value of $Q^2 > 0$ it indicates that the exogenous construct variables have predictive relevance for the endogenous construct variables.

Tabel 7 : Q^2 Predictive Relevance

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Item	SSO	SSE	Q^2 =(1-SSE/SSO)
Transformasional Leadership	**1000.00**	**613.250**	**0.387**
Training	**1300.00**	**1300.00**	
Organizational Culture	**1300.00**	**1300.00**	
Quality Service Internal	**1300.00**	**884.218**	**0.320**

Source: Analysis results using SmartPLS 3.2.9

From the table above, it can be interpreted as follows:

a. It is also known that the value of Q2 = 0.320 which is greater than 0.15, it can be concluded that the relevance of the prediction is moderate/medium.

b. It is also known that the value of Q2 = 0.387 which is greater than 0.35, it can be concluded that the relevance of the prediction is strong.

5. Overall Structural Model Validation with Goodness of Fit Index (GoF)

The purpose of testing the Goodness of Fit Index (GoF) is to validate the combined performance of the measurement model (outer model) and structural model (inner model) obtained through the following calculations:

GoF = √AVE x R2
GoF = √0.537 x 0.737
GoF = √ 0.396
GoF = 0.629
Description :
AVE = (0.512 + 0.508 + 0.538 + 0.591) / 4 = 0.537
R2 = (0.780 + 0.695) / 2 = 0.737

The results of the calculation Goodness of Fit Index (GoF) show a value of 0.629. According to Ghazali (2016), GoF small = 0.1, GoF medium = 0.25 and GoF large = 0.36. Based on these results, it can be concluded that the overall performance of the measurement model (outer model) and structural model (inner model) is medium because the Goodness of Fit Index (GoF) value is more than 0.25 (GoF medium scale).

6. Hypothesis Test

Hypothesis testing between constructs was carried out using method resampling bootstrap. Calculation of hypothesis testing using SmartPLS 3.2.9 can be seen from the Path Coefficientvalue, namely the t-statistic value of the relationship between variables in the study. T-test statistics by using the formula or by using SmartPLS 3.2.9 can be seen from the comparison between the t-test value and the value in the t-table obtained from the formula

- If P-Values > 0.05, it means that Ho is accepted and Ha is rejected.
- If P-Values < 0.05, it means that Ho is rejected and Ha is accepted.

Hubungan Antar Konstruk	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Description
Direct Influence				
Leadership Transformational to Organizational	0.667	2.316	0.009	Positive and Significant

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Culture				
Leadership Transformational to Quality Service Internal	0.004	0.021	0.983	No influence
Organizational Culture to Internal Service Quality	0.452	2.290	0.022	Positive and Significant
Training to Organizational Culture	0.738	6.000	0.000	Positive and Significant
Training to Quality Service Internal	0.405	2.565	0.048	Positive and Significant
Indirect Influence				
Leadership Transformational Service Quality Internal mediated Organizational Culture	0.**075**	1.110	0.267	No influence
Training to Internal mediated Organizational Culture	0.434	2.903	0.038	Positive and Significant

Source: Analysis results using SmartPLS 3.2.9

CONCLUSION

Based on the results of research and data analysis through proving the hypothesis of the problems discussed in this study, the following conclusions can be drawn: Leadership Transformational positive and significant effect on organizational culture at Burger King FSDT South Jakarta. Leaders match their goals with employee values so that the organizational culture at Burger King FSDT South Jakarta can run well. Leadership Transformational has no effect on Internal Service Quality. leadership Transformational will not work well without direct supervision from the leader, in fact operations can and will continue to run, but when there are problems, leaders are needed to solve them. Organizational Culture has a positive and significant effect on the Quality of Internal Services. Success in the quality of internal certainly cannot be separated from the urge to work carefully, the accuracy of the employees in their work will certainly minimize the risk of errors. Training has a positive and significant effect on work culture. Training is made with the aim that employees can understand their work. By understanding their work, the employees will certainly go in line with the work culture at Burger King FSDT, South Jakarta. Training does not affect the quality of internal services. By participating in the training, it is not necessarily easy for the employee to be trusted, especially when experiencing a critical situation. There needs to be supervision from the leadership or expert staff to minimize the risks that will arise. Organizational culture is not able to mediate between transformational service quality internal Employees who already have a high organizational culture will certainly be results-oriented so that the quality of internal can be less than optimal. Leaders must explain to employees that the organization's mission is important so that employees can always provide maximum service. 7. Organizational culture is able to mediate between training variables and the quality of internal services. Organizational culture will certainly increase productivity by increasing productivity which will make the work climate comfortable.

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