

The Effect of Competency, Transformational Leadership Style and Organizational Climate on Organizational Innovation, Organizational Resilience and Employee Performance Moderated by Artificial Intelligence and Company Value in Shipping Companies in South Kalimantan

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ABSTRACT

Introduction: The development of the shipping industry is inseparable from the various issues and obstacles faced. Understanding the factors that influence employee performance and organizational resilience is crucial for ensuring the industry's sustainability.

Objectives: This research aims to analyze the influence of competence, transformational leadership style, and organizational climate on organizational innovation, organizational resilience, and employee performance in shipping companies in South Kalimantan. It also examines the influence of organizational innovation and organizational resilience on employee performance, as well as the role of artificial intelligence and company value in strengthening these relationships.

Methods This research is a qualitative study utilizing primary data. The population consists of 315 employees working in shipping companies in South Kalimantan, with a research sample of 176 employees selected using a purposive sampling method. Data was collected through employee questionnaire responses via Google Forms and analyzed using Structural Equation Modeling (SEM) with SEM AMOS 26.

Results The findings reveal four key insights: (1) Transformational leadership style has no significant effect on employee performance, (2) Organizational climate has no significant effect on organizational resilience, (3) Artificial intelligence does not strengthen the relationship between organizational resilience and employee performance, and (4) Company value does not strengthen the relationship between organizational resilience and employee performance. Meanwhile, other tested hypotheses show significant relationships between variables.

Conclusions This study provides empirical insights into factors influencing employee performance in the shipping industry. While some expected relationships were not significant, the research highlights the critical role of competence, innovation, and resilience in enhancing organizational performance. These findings contribute to the academic discourse on leadership, organizational development, and the strategic application of artificial intelligence in the shipping sector.

Keywords: competency, transformational leadership, organizational climate, organizational innovation, organizational resilience, employee performance, artificial intelligence, company value

INTRODUCTION

The developments that occur in the shipping industry in Indonesia are inseparable from various issues and obstacles faced. With the increasing growth and complexity of the shipping industry, shipping companies need to pay special

attention to various aspects that have a crucial role in carrying out key functions in shipping companies. Although the province of South Kalimantan has great potential in the shipping sector because its ports are included in the 25 strategic ports in Indonesia in 2021, the less-than-optimal performance of employees has an impact on the company's less than optimal achievements. In addition, based on the 2022 South Kalimantan Provincial Transportation Statistics, it was recorded that South Kalimantan has a much more fluctuating and less stable condition of loading and unloading flows compared to the development of loading and unloading flows in Indonesia. Furthermore, the phenomenon of less-than-optimal achievement of company performance can also be seen in one of the largest shipping companies in South Kalimantan in coal transportation, namely PT. Maritim Barito Perkasa (MBP). With the existing problems, the purpose of this study is to analyse the topic of problems related to human resource management which will be linked to several variables that are based on previous studies that are interrelated, namely competence, transformational leadership style and organizational climate on organizational innovation, organizational resilience and employee performance of Shipping Companies in South Kalimantan. The influence of organizational innovation and organizational resilience on employee performance of Shipping Companies in South Kalimantan. as well as the influence of artificial intelligence and company value in strengthening organizational innovation and organizational resilience on employee performance of Shipping Companies in South Kalimantan.

LITERATURE REVIEW

Competence (X1)

Competence can also be interpreted as the basic ability possessed by humans in the form of skills or knowledge that can be used as a basis for doing work (Bangkara, 2022; 121). In the world of work, of course, we know that the standard determined by competence is human resources. Therefore, the development of competency-based human resources is something that is very much needed to achieve success. This is also because human resources in the company will be required to have various abilities and are mandatory in an organization, such as the ability to overcome organizational/company problems that arise from external and internal factors. According to the criteria used by Spencer & Spencer (1993:15) to predict employee competency in a job. "Threshold competencies" are the main indicators, which are usually in the form of basic knowledge or skills such as the ability to read that a person must have in order to carry out their work including everything related to the person's personality such as the explanation outlined in the characteristics of the competency itself. From this concept, it can be concluded that there are three indicators that researchers can use to assess employee competency in this study, namely (Adi et al. 2018):

1. Knowledge
2. Ability
3. Self-concept

Transformational Leadership Style (X2)

Leadership style basically means a manifestation of the behavior of a leader who inspires people to achieve extraordinary results and is able to lead themselves. Transformational leadership is about inspiring followers to commit to the shared vision and goals of the organization or department, challenging them to be innovative problem solvers, and developing their leadership skills through coaching, mentoring, and providing challenges and support (Bass & Riggio, 2006:4).

A leader is also obliged to carry out control activities, so that in his efforts to influence the thoughts, feelings, attitudes and behavior of members of the organization, it is always directed at the goals of the organization. The indicators in assessing how to apply a transformational leadership style according to several sources such as Bass & Riggio (2006: 6-7) and (Pamungkas et al, 2023) as well as in sources in Suriagiri (2020; 61) are as follows:

1. Charisma
2. Inspirational
3. Intellectual stimulation
4. Individualized Attention

Organizational Climate (X₃)

Organizational climate has many definitions. The first definition was put forward by Sunyoto (2012:52) which is a set of feelings and perceptions of various workers that may change over time and change from one worker to another. Forehand and Gilmer in 1964 stated that organizational climate is a series of descriptions of organizational characteristics that persist over a long period of time (Toulson & Smith, 1994: 455). Likert (1986:101) measures organizational climate by developing a classic instrument that focuses on management style. with Likert covering the indicator elements of organizational climate, namely:

1. Leadership
2. Motivation
3. Interaction
4. Decision making
5. Goal setting and control

Organizational Innovation (Z₁)

According to O'Sullivan and Dooley (2009; 5), innovation is the process of making changes, large and small, directly suddenly and gradually little by little, to produce, process, and serve the results of which will introduce something new to the organization and will add value to customers and contribute to adding new knowledge in the organization. Organizational innovation is also defined as a type of innovation in the form of an individual's ability to create or improve and implement business processes, for example building work regulations and standards, an employee development program system that can increase the empowerment and development of colleagues and subordinates (Rosyiana, 2019; 23).

Quoting from Armbruster et al. (2008; 646) indicators of innovation are:

1. Organizational structure
2. Organizational learning facilities
3. Organizational assumptions and experiments
4. Organizational practices

Organizational Resilience (Z₂)

Reivich and Shatte (2002) define resilience as the ability to respond in a healthy and productive way when faced with adversity or trauma, which is very important for controlling the stress of one's daily life. Resilience is a reference for organizations in behaving as targets continuously that require high adaptation and reliability, and the ability to manage various disruptive challenges, which contribute to organizational performance during business as usual or in crisis situations. According to McEwen (2011), the aspects that are indicators of resilience are divided into four, including:

1. Mental toughness
2. Physically endurance
3. Emotional balance
4. Purpose and meaning

Employee Performance (Y)

Employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Mangkunegara, 2011:67). Meanwhile, in Syaifuddin et al. (2023;42) employee performance is basically the result or level of success of a person as a whole in a certain period

in carrying out tasks. By increasing individual performance, it is likely to increase company performance because the two have a close relationship.

Adi et al (2018) explained that productive employees in terms of performance can be seen from the comparison between the results and the work that has been done, as explained regarding the understanding and characteristics of employee performance, to assess how existing employee performance needs to be seen in various assessment indicators. The simple indicators but are very important aspects that can be used can be seen from the following:

1. Quality of work
2. Quantity of work
3. Punctuality of work

Artificial Intelligence (M1)

Artificial intelligence (AI) has shown rapid progress compared to other technologies and more and more industries are utilizing it (Pasaribu & Widjaja 2022; 61). Pasaribu & Widjaja (2022; 1) artificial intelligence is a branch of computer science that has capabilities including smart machines to solve complex problems in a more precise way and directed by human needs. Artificial intelligence has many uses in a company which in general is indeed created to help organizations find the right solutions to solve problems more effectively.

Based on Huang & Rust (2018), there are four types of intelligence indicators in supporting artificial intelligence, namely:

1. Mechanical Intelligence
2. Analytical Intelligence
3. Intuitive Intelligence
4. Empathetic Intelligence

Company Value (M2)

Corporate Value according to Noerirawan (2012) is a condition that has been achieved by a company as a depiction of public trust in the company after going through a process of activities for several years, namely since the company was founded until now. Corporate value has an impact on the success of the organization. The organization will be successful when the organization's goals are aligned with the company's values and the organization's employees are aligned with those values. Bansal (2003) explains that corporate value is the basis for organizational strategy to sharpen and achieve organizational goals.

The five indicators of corporate value are "IMORE":

1. Integrity
2. Meritocracy
3. Openness
4. Respect
5. Excellence

METHODS

This type of research is quantitative research. The population in this study were 315 employees working in Shipping Companies in South Kalimantan. The sample in this study used a sampling technique taken from the population. The data source used was primary data in the form of questionnaire answers distributed using Google Form. In this study, the data was processed and analyzed using SEM AMOS version 26, which before being analyzed the data would be tested through two stages, namely SEM assumption testing and hypothesis testing.

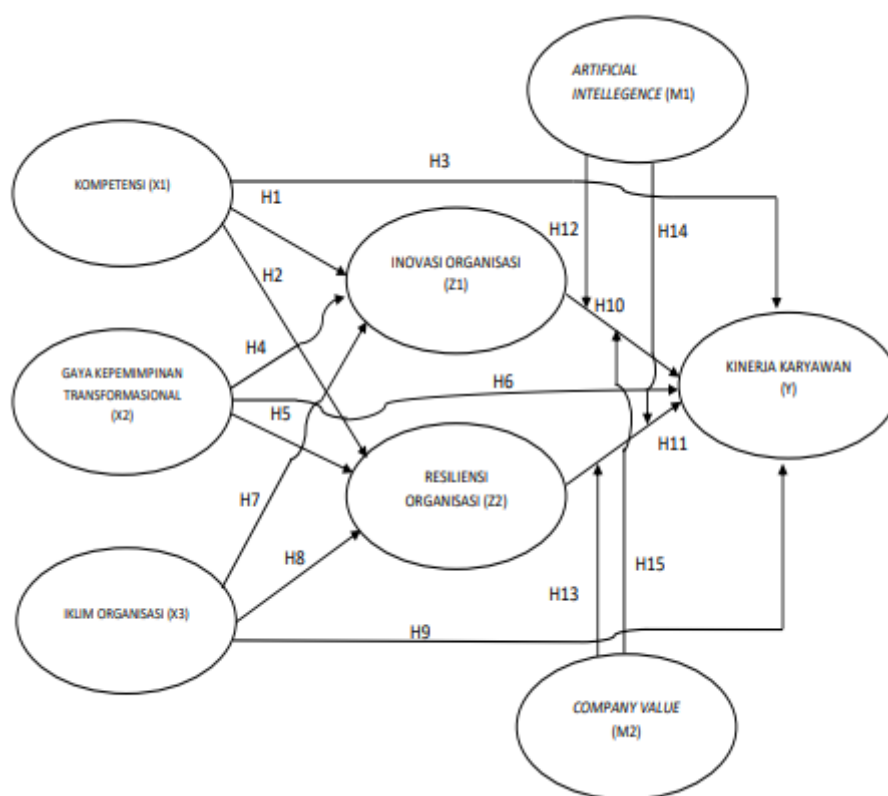


Figure 1 Conceptual Framework

- Hypothesis 1: Competence has a significant influence on Organizational Innovation in Shipping Company Employees in South Kalimantan
- Hypothesis 2: Competence has a significant effect on Organizational Resilience of Shipping Company Employees in South Kalimantan
- Hypothesis 3: Competence has a significant effect on Employee Performance in Shipping Company Employees in South Kalimantan
- Hypothesis 4: Transformational Leadership Style has a significant influence on Organizational Innovation in Shipping Company Employees in South Kalimantan
- Hypothesis 5: Transformational Leadership Style has a significant effect on Organizational Resilience of Shipping Company Employees in South Kalimantan
- Hypothesis 6: Transformational Leadership Style has a significant effect on Employee Performance in Shipping Company Employees in South Kalimantan
- Hypothesis 7: Organizational Climate has a significant influence on Organizational Innovation in Shipping Company Employees in South Kalimantan
- Hypothesis 8: Organizational Climate has a significant effect on Organizational Resilience of Shipping Company Employees in South Kalimantan
- Hypothesis 9: Organizational Climate has a significant effect on Employee Performance in Shipping Company Employees in South Kalimantan
- Hypothesis 10: Organizational Innovation has a significant effect on Employee Performance in Shipping Company Employees in South Kalimantan
- Hypothesis 11: Organizational Resilience has a significant effect on Employee Performance in Shipping Company Employees in South Kalimantan
- Hypothesis 12: Artificial Intelligence has a significant effect in Strengthening Organizational Innovation on Employee Performance in Shipping Company Employees in South Kalimantan

- Hypothesis 13: Company Value Has a Significant Influence in Strengthening Organizational Innovation on Employee Performance in Shipping Company Employees in South Kalimantan
- Hypothesis 14: Artificial Intelligence has a significant effect in Strengthening Organizational Resilience on Employee Performance in Shipping Company Employees in South Kalimantan
- Hypothesis 15: Company Value Has a Significant Influence in Strengthening Organizational Resilience on Employee Performance in Shipping Company Employees in South Kalimantan

RESULTS AND DISCUSSION

Company Field Cruise in Kalimantan South

Description general Employee Company Cruise in Kalimantan South is discussion Which race on profile short company research continues with description variable object study in a way descriptive through average results answer Respondent from a number of indicators with some statements inside it. As for For object Which used is employee who works on scope company Cruise in Kalimantan South, Which which based on chapter previously from 315 amount population employee on the category obtained mark 176 as amount Respondent Which will used as a sample calculation. There is a number of company cruise Which his employees become object on study This that is PT. Maritime Barito Mighty, PT. The Ocean's Heart Adijaya, PT. Habco First Class, PT. Lamp Ocean Shipping, PT. WHS Global Independent, PT. Indonesia Bulk Carrier, PT. Radiance Ocean Transport, PT. Patria Maritime Lines, PT. Bahtera Energi Samudera Tuah. Which, from all the companies listed above are companies under the auspices of and also company Which Work The same with Adaro Logistic (AL) whose scope of work is in South Kalimantan and almost all his movements on scope various business from transport barge rock coal And loading ships, transportation and fuel management, channel management, dredging, multi-purpose terminals and stockpile management, loading and unloading, to shipyard operations.

Respondent Characteristics

Table 1 Description of Respondent Characteristics

Profile Respondent	Description	Frequency	Percentage
Type sex	Man	136	77.3
	Woman	40	22.7
	Total	176	100.0
Age	20 - < 35 years	87	49.4
	35 - < 50 years	80	45.5
	> 50 years	9	5.1
	Total	176	100.0
Marital status	Not yet Marry	45	25.6
	Marry	131	74.4
	Total	176	100.0
Employee Status	Employee Contract	24	13.6
	Employee Still	152	86.4
	Total	176	100.0
Position	Staff	83	47.2
	Supervisor	47	26.7
	Section	20	11.4
	Department	18	10.2
	Division	8	4.5
	Total	176	100.0

Profile Respondent	Description	Frequency	Percentage
Time Work	1 year	22	12.5
	1 - < 5 years	45	25.6
	5 - < 10 years	39	22.2
	10 - < 15 years	47	26.7
	> 15 years	23	13.1
	Total	176	100.0
Department	OPS	106	60.2
	TECH	22	12.5
	Finance and accounting	16	9.1
	QHSE	12	6.8
	Procurement	11	6.3
	Other	9	5.2
	Total	176	100.0
Last education	High School/Vocational School/Equivalent	11	6.3
	ANT (Expert Nautical Level)	10	5.7
	Diploma	45	25.6
	Bachelor's degree	88	50.0
	Master (S2)	20	11.4
	Doctor (S3)	2	1.1
	Total	176	100.0

Majority employee in company field cruise logistics stone transportation coal in Kalimantan South is man with age 20-50 year, and most of them are married. This characteristic shows that the company has a workforce work which stable and experienced, Which Ready support operation heavy and physically demanding logistics. With many young and college-educated employees, the company has great potential for innovation and adaptation of new technologies, while older employees can provide stability and in-depth knowledge of the company's operations.

Hypothesis Testing

a. Analysis Direct Effect

Table 2
Testing of Direct Influence Structural Relationships

Hi.	Direct Influence			Std. Estimate	SE bootstrap	CR	P	Hypothesis
H ₁	X ₁	→	Z ₁	0.215	0.052	2,613	0.009	Accepted
H ₂	X ₁	→	Z ₂	0.272	0.073	3,099	0.002	Accepted
H ₃	X ₁	→	Y	0.240	0.052	3,123	0.002	Accepted
H ₄	X ₂	→	Z ₁	0.353	0.058	3,882	0,000	Accepted
H ₅	X ₂	→	Z ₂	0.308	0.074	3,456	0,000	Accepted
H ₆	X ₂	→	Y	0.041	0.053	0.526	0.599	Rejected
H ₇	X ₃	→	Z ₁	0.329	0.052	3,811	0,000	Accepted
H ₈	X ₃	→	Z ₂	0.127	0.063	1,587	0.113	Rejected
H ₉	X ₃	→	Y	0.229	0.048	3,118	0.002	Accepted

increase performance. Competence also make sure employee can finish task with Good And reach organizational goals. This means that the higher the level of competence, the higher the employee performance. Maturity of the company consider in terms of knowledge and ability indicators owned by employees so that employee performance is less than optimal, especially to strengthen their performance through these two indicators. As seen in some of the answers to the existing statements, especially the competency indicator section, namely related to the knowledge and abilities owned by several respondents, stated that the majority of them with the indicators of the questions asked, thus indicating that competence is indeed a very important thing in shaping employee performance.

The results of the overall questionnaire answers also interpret that employees with competence Which supported with Good in form training and education greatly support the performance produced by the employee Because improvement quality source Power man as series Efforts to realize improvements in the quality of human resources are also demands that grow with increasingly rapid and complex development. Development source human power is is Wrong one operational function of HRD which contains activities to maintain and improve human competence through increasing knowledge, skills, abilities and other aspects. This human resource development is important because of changes in humans, technology, work and organizations. Human resource development can be done through education and training. The results of this study are certainly in line with the research conducted by Terisius Andrew Cashman Jungle, Anita Erari, Siti Aisha (2022).

4. The results of estimating the coefficient of the influence of transformational leadership style on organizational innovation show a significant influence with *CR* value as big as 3,882 (more big from 1.96) And mark significance (*p-value*) as big as 0,000 (more small from level real 5%). Coefficient influence the resulting value is 0.353 (positive), meaning that the more effective the leadership style, the greater the transformational so innovation organizational will higher. Thus, the fourth hypothesis stating that transformational leadership style has a significant effect on organizational innovation in employees of shipping companies in the coal transportation logistics sector in South Kalimantan, can be accepted (*H₄* is accepted).

Transformational leadership style will always make updates in leading staff and subordinates. The majority of respondents in this study were staff and a few of them gave the opinion that their leaders encouraged them to think creatively, which can be seen from the answers to the questionnaire that had been distributed. The existence of an average opinion with an indication of good answers more or less supports the results of this influence. In simple terms, leaders who inspire and motivate employees encourage a work environment that supports creativity and innovation, effective leadership is also able to create an atmosphere where employees feel motivated to innovate. The results of this study are the same as the results of research conducted by Taeshik Gong, Luana Nanu, Linh Ha Le (2023)

5. The results of estimating the coefficient of the influence of transformational leadership style on organizational resilience also show a significant influence with *CR* value as big as 3,456 (more big from 1.96) And mark significance (*p-value*) as big as 0,000 (more small from level real 5%). Coefficient influence The resulting value is 0.308 (positive), meaning that the more effective the transformational leadership style, the higher the organizational resilience will be. Thus, the fifth hypothesis states that transformational leadership style has a significant effect on organizational resilience. on employee company cruise field logistics Coal transportation in South Kalimantan is also acceptable (*H₅* accepted). This study shows that the thing that makes employees survive is not only the support and motivation of their leaders' transformational leadership style. The majority opinion expressed in the respondents' answers can be concluded as one. short Which signify that leader they in a way Emotional is indeed able to provide encouragement for employees to continue working well and survive in all existing work conditions. Transformational leaders help employees develop skills and abilities to face change and challenges, increasing the overall resilience of the organization . These results are the same as the reference research from Gumusluoğlu *et al.*, (2009).
6. The results of the coefficient estimation of the influence of transformational leadership style on employee performance show an insignificant influence with a *CR value* of 0.526 (smaller from 1.96) and significance value (*p-value*) as big as 0.599 (more big from level real 5%). Coefficient influence The result was only 0.041 (positive), meaning that the more effective the transformational leadership style, the less it has been able to provide a real impact. on improvement performance employee. With thus, hypothesis The sixth one, which states that transformational leadership style has a significant influence on employee performance in the coal transportation logistics sector in South Kalimantan, cannot be accepted (*H₆*). rejected).

Based on the questionnaire results, the insignificant influence of transformational leadership style on employee performance could be due to the characteristics of respondents who are mostly men with a fairly long working period (10-15 years) and status as permanent employees. Employees with this profile are considered to value stability and work routine more than leadership styles that tend to encourage continuous change and innovation.

Another brief reason related to the insignificant influence between transformational leadership style and the increase in employee performance is because of the 12 companies studied have a system operating procedure (SOP) in terms of working hours, tasks, responsibilities to how to behave all of which have been from an employee in the office and not all companies studied have and are compatible with a transformational leadership style. In addition, the insignificance of a transformational leadership style variable on employee performance in this study because the task of a leader is only to direct and support his employees, not to change the nature of the employees themselves. The results of this study are in contrast to the study conducted by Woerkom & Reuver (2009). The results of estimating the coefficient of influence of organizational climate on organizational innovation show influence Which significant with mark CR of 3.811 (greater than 1.96) and a significance value (p -value) of 0.000 (smaller than the 5% level of significance). The resulting influence coefficient is 0.329 (positive), meaning that the better the organizational climate, the better the organizational innovation. will the more tall. With thus, The seventh hypothesis, which states that organizational climate has a significant influence on organizational innovation in employees of shipping companies in the coal transportation logistics sector in South Kalimantan, can be accepted (H_7 is accepted).

The organizational climate of the company in the form of a supportive and conducive work environment encourages employees to put forward new ideas and participate in innovative processes, a positive climate will also facilitate collaboration. And creativity. The more Good quality climate organization Which created by the company for employees also helps to create a comfortable feeling for all aspects of the employee's mind and atmosphere. Psychologically, a comfortable feeling make somebody more easy For think creative And No hesitant to innovate for the organization, as expressed (Etikariena & Kalimashada, 2021;23) if a positive organizational climate can influence innovative behavior by providing intrinsic motivation to employees and making employees feel fully supported by the company, so that employees do not hesitate to display innovative behavior. so it is not wrong if the organizational climate has a significant effect on innovation from the organization. The results of this study support and are in line with previous studies conducted by Shanker *et al* . (2017), Huang (2022). Through the results of his research, Shanker *et al* . (2017;68).

7. The results of the estimation of the influence coefficient of organizational climate on organizational resilience show an insignificant influence with a CR value of 1.587 (smaller than 1.96) and a significance value (p -value) of 0.113 (greater than the 5% level of reality). The resulting influence coefficient is only 0.127, meaning that the better the organizational climate is, it has not been able to provide impact Which real on strengthening resilience organization. Thus, the eighth hypothesis which states that organizational climate has a significant effect on organizational resilience of employees of shipping companies in the coal transportation logistics sector in South Kalimantan, cannot be accepted (H_8 is rejected).

The insignificant influence of organizational climate on organizational resilience is because although a good work environment is important, resilience is more related to an individual's ability to face and overcome challenges. The characteristics of respondents who are mostly male and have long work experience are considered to rely more on personal skills and abilities than organizational climate in facing work challenges.

If associated with theory Which exposed based on results study by Caniels & Bateen (2019) resilience employee have connection with Organizational climate can support maximum work in the company owned by the organization. However theory And practice No will always in harmony One The same other, The existence of other factors such as how much compensation is received, the idea that someone must work to meet their living needs becomes a reason for people to survive even though they are in an unhealthy organizational climate. So that No always climate organization influence resilience organization in a company moreover 12 company Which researched, although is at on One the field that The same, However in a way climate from his organization stay still different, company also have different intentions and goals so that the things that cause organizational resilience also vary. The results of this study are in contrast to the results presented by Mase and Tyokya (2014).

8. The results of the estimation of the coefficient of influence of organizational climate on employee performance show a significant influence with a CR value of 3.118 (greater than 1.96) and a significance

value (*p-value*) of 0.002 (smaller than the real level of 5%). The resulting influence coefficient is 0.229 (positive), meaning that the more good organizational climate then employee performance will be higher. Thus, the ninth hypothesis states that climate organization influential significant to performance on Employees of shipping companies in the coal transportation logistics sector in South Kalimantan, can be accepted (H_9 accepted).

Simply put, organizational climate, especially in a supportive and positive work environment, increases employee morale and motivation, which will improve performance. A good climate can also help employees feel appreciated and motivated to work better.

This study is in line with the existing hypothesis and is the same as the theory put forward from the research of Atta et al. (2019), Luqman et al. (2020), Lubis et al. (2021), Pradoto et al. (2021), Kassem et al. (2021). Which revealed that organizational climate has a positive and significant influence on employee performance. This means that a conducive organizational climate will have an impact on employee performance which will increase.

9. The results of the estimation of the coefficient of the influence of organizational innovation on employee performance show a significant influence with a *CR value* of 2.522 (greater than 1.96) and a significance value (*p-value*) of 0.012 (smaller than the 5% level of reality). The resulting influence coefficient is 0.218 (positive), meaning that the higher the organizational innovation, the higher the employee performance will be. Thus, the tenth hypothesis stating that organizational innovation has a significant effect on employee performance in shipping companies in the field of coal transportation logistics in South Kalimantan can be accepted (H_{10} accepted).

Significant results and positive coefficients indicate that the higher the organizational innovation, the higher the employee performance. New processes and ideas implemented in the organization help improve work efficiency and effectiveness, which directly improves employee performance. Innovation also allows employees to work in a smarter and more productive way, which will drive more optimal performance. These results are in line with research echoed by García-Morales et al. (2012), Fauziyah & Rahayunus (2020), and Tanesab & Park (2020)

10. The results of estimating the coefficient of influence of organizational resilience on employee performance also shows influence Which significant with *CR value* of 3.190 (greater than 1.96) and a significance value (*p-value*) of 0.001 (smaller than the 5% level of significance). The resulting influence coefficient is 0.261 (positive), It means the stronger resilience organization so employee performance will be higher. Thus, the eleventh hypothesis stating that organizational resilience has a significant effect on employee performance in shipping companies in the coal transportation logistics sector in South Kalimantan can also be accepted (H_{11} is accepted).

Resilient organizations provide stability and security for employees, allowing them to focus on their work and contribute more effectively. Resilience can also help employees feel more confident and ready to face challenges, which in turn can improve performance. When employees in an organization have a high level of desire to stay with the company, then automatically the organization Also will endeavor in look for reason Which make they for still feel at home is at in the company. Each individual in the organization what we can be certain of is at work Also will tend to create quality And quantity his work so that they can last long in the company. So that overall, when the level of resilience that the organization has increases, the performance that will be made will also help to increase performance from employee That Alone. Moreover, If seen from The majority of respondents work as employees at the South Kalimantan Shipping Company is man with status Which Already Marry, as head The most appropriate thing for a family is to maintain a job that is the responsibility of a head of the family. For that, according to the existing test results that resilience organizational influential in a way significant to employee performance of Shipping Companies in South Kalimantan.

Moreover, the company provides facilities that can increase employee interest in resilience, such as free lunch and transportation. For employee, facility in matter health and bonuses annual which is based on *the performance evaluation* of each employee. These facilities are an added value for employees so that they are motivated to stay and maintain their jobs which indirectly also helps improve employee performance. The results of this study are in line with the theory derived from the research of Primadi Candra Susanto, Wastan Wahyu Hidayat, Tri Widyaastuti, Zahara Tussoleha Rony, Joshua Gaze Soehaditama (2023)

b. Analysis of the moderating effect

The next stage of analysis is testing the moderate effect. In this research This, testing *moderating effect* will use approach *two-stage* Because objective analysis is For test significance effect moderation

(Hair *et al.*, 2017:259).**Table 3 Moderating Effect Analysis**

<i>Moderation relationship</i>	<i>Std. Estimate</i>	<i>SE</i>	<i>CR</i>	<i>P- value</i>	<i>Caption</i>
<i>Artificial intelligence</i> moderates the influence of organizational innovation on employee performance $Z1*M1 \rightarrow Y$	0.375	0.245	2,294	0.023	H 12 accepted
<i>Company value</i> moderates the influence resilience organization on employee performance $Z2*M2 \rightarrow Y$	0.074	0.365	0.340	0.734	H 13 rejected
<i>Artificial intelligence</i> moderates the influence of organizational resilience on employee performance $Z2*M1 \rightarrow Y$	0.079	0.636	0.740	0.459	H 14 rejected
<i>Company value</i> moderates the influence innovation organizational impact on employee performance $Z1*M2 \rightarrow Y$	0.447	0.304	2,875	0.004	H 15 accepted

- The table above shows the results of *artificial intelligence moderation* on the influence innovation organizational to performance employee show significant influence with a CR value of 2.294 (greater than 1.96) and a significance value of (*p-value*) as big as 0.023 (more small from α 5%). Coefficient the moderating influence is of 0.375 (positive), then the nature of *artificial moderation intelligence* is strengthening the influence of organizational innovation on employee performance (H12 is accepted).

If we look at the previous chapter, organizational innovation mediates significantly influence competence to performance employee. Characteristic mediator is partially mediation because its influence can be direct and also indirect, this gives the implication that high employee competence will be able to directly encourage increased performance, but if it also focuses on high organizational innovation, the increase in employee performance will be even greater.

Innovation is very necessary to support performance such as through the use of technology in the company. The use of artificial intelligence is one form of innovation from the company to facilitate work and create added value so that it can make employee performance more efficient.

This result is in line with the research conducted by Otware & Juma (2017), which states that company value can encourage innovative behavior within organizational members. With innovative behavior, it will create organizational innovation that will encourage increased employee performance.

- Results moderation *company value* on influence resilience organization on employee performance shows an insignificant influence with a CR value of 0.340 (less than 1.96) and a significance value (*p-value*) of 0.734 (greater than α 5%), so it is concluded that *company value* does not moderate the influence of organizational resilience on employee performance (H 13 is rejected).

Mark company Which used on study This is related how is the quality results from performance employee Which produced through implementation mark - value on Source Power Man overall so that No only focus on values reflected through numbers such as company values in general so that there is mark Which typical from a company can add Power pull And added value for the company and employees as human resources implementing company values, although always There is innovation Which done company However with the

company's values that have been firmly held, it can also create work order so that performance can be more stable and even increase. The results of this study are in line with the results research by Aboramadan *et al.* (2019), Pickles & Pickles (2012)

3. *artificial intelligence* moderation on the influence of organizational resilience on employee performance also showed an insignificant influence. mark CR as big as 0.740 (more small from 1.96) And mark significance (*p-value*) of 0.459 (greater than α 5%), so it is concluded that *artificial intelligence* also does not moderate the influence of organizational resilience on employee performance (H_{14} is rejected). Technology such as AI used by companies is indeed created to facilitate the achievement of maximum work results. However, there is no connection between the nature of organizational resilience to continue to improve performance only because of the technology in the company, because basically the use of technology in this era of globalization has been evenly used in almost any company, even on a small and medium scale. So there is no significant privilege in having AI in maintaining employees to continue to improve their performance. In fact, with AI, some people feel that they do not have to improve their performance because there is already technological assistance that helps. This study rejects the results of the research by Mehen (2023) and Zhang et al. (2021).
4. *Company value* moderation on the influence of organizational innovation on performance employee show influence Which significant with mark CR is 2.875 (greater than 1.96) and the significance value (*p-value*) is 0.004 (greater than 1.96). small from α 5%). Coefficient influence moderation is as big as 0.447 (positive), then the moderating nature of *company value* is to strengthen the influence of organizational innovation on employee performance (H_{15} is accepted).

Although there is a significant relationship between organizational resilience and employee performance. However, it is not the company's values that strengthen the level of influence between the two. This is because a person's resilience in working is not based on existing company values, but a person's persistence is driven by the needs they want to achieve, one of which is compensation. So there is no link that strengthens a person's reasons for endure only Because there are mark Which owned company with, just like IMORE which is the company's *company value*.

For the company, important for increase communication and transparency regarding the company's intent and purpose. By further crystallizing the company's vision and mission and ensuring a uniform understanding at all levels of the organization, the company can strengthen cohesion team, increase motivation, and direct employee efforts in a direction that is aligned with the company's strategy. Strengthening the highly valued emotional balance is also important for maintaining welfare employees in face pressure and change which is continuous. In addition, because the company also needs to continue to maintain and strengthen the culture of corporate values that are highly valued by employees. By improving aspects of openness and excellence that are highly valued but have room for improvement, the company can strengthen its commitment to operational excellence and communication transparency, this will not only strengthen internal relationships and employee trust but also support the company's reputation in the eyes of customers and external stakeholders. The results of this study contrast with the results of Cooper et al. (2021)

c. Analysis of the Total Effect

Next, we will explain the results of the analysis of the total effect of competence, transformational leadership style, organizational climate, organizational innovation, and organizational resilience on employee performance.

Table 4
Total Effect Analysis

No	Influence of total to Employee Performance (Y)	Analysis Total Effect				
		Total Effect	SE bootstrap	CR	P- value	Rank
1	Competence (X1)	0.358	0.063	3,857	0.013	1
2	Leadership Style Transformational (X2)	0.199	0.050	2,700	0.012	5
3	Climate Organization (X3)	0.334	0.052	4,154	0.012	2

4	Innovation Organizational (Z1)	0.218	0.098	2,388	0.011	4
5	Resilience Organization (Z2)	0.261	0.072	2,972	0.009	3

total effect analysis show that the variables consisting of competence, transformational leadership style, organizational climate, organizational innovation, and organizational resilience, have a significant influence on total performance employees because influence the total provides a *probability value* (*p-value*) not enough from 0.05.

IMPLICATIONS

Theoretical Implications

The results of this study contribute to the development of theories in human resource management, especially regarding competence, transformational leadership style, organizational climate, organizational innovation, organizational resilience, artificial intelligence (AI), corporate values, and employee performance. However, this study does not fully support previous theories, such as the significant influence of transformational leadership style on employee performance and organizational climate on organizational resilience. The results of the study indicate that both relationships are not significant. In addition, the moderating influence of AI and corporate values on the relationship between organizational resilience and employee performance is also not proven to be significant.

Empirical Implications

This study provides practical implications for shipping companies in South Kalimantan in managing human resources more effectively. Key findings include:

1. **Employee Competence:** Employee competence has the greatest influence on performance. Employees with good knowledge and skills can work more effectively and efficiently. This competence also contributes to organizational innovation and resilience.
2. **Transformational Leadership Style:** Although the direct effect of transformational leadership style on performance is weak, this leadership style can improve performance through innovation and resilience as mediators. This leadership motivates employees to think creatively and adaptively, which in turn contributes to better performance.
3. **Organizational Climate:** A positive organizational climate has a direct impact on employee performance. A supportive work environment, good corporate culture, and smooth communication strengthen employee performance. However, the impact of organizational climate on organizational resilience is not significant.
4. **Organizational Innovation:** Company-driven innovation has a positive impact on performance. Employees who work in an innovative environment tend to be more efficient and effective, improving their performance.
5. **Organizational Resilience:** Resilient companies provide a sense of security to employees and enable them to focus on their work, which in turn improves employee performance.
6. **Artificial Intelligence (AI):** AI as a moderator strengthens the influence of organizational innovation on employee performance. This technology helps in faster automation and data analysis, accelerating the implementation of innovation. However, AI does not strengthen the influence of organizational resilience on performance.
7. **Company Value:** Strong company values also strengthen the relationship between organizational innovation and employee performance. Company values support an innovative culture that improves performance. However, the effect of company values on organizational resilience is not significant, because resilience is more related to individual aspects.

Overall, the results of this study provide insight into the factors that influence employee performance and how companies can optimize human resource management to achieve better performance.

CONCLUSION

1. Competence has a significant influence on organizational innovation of Shipping Companies in South Kalimantan.

2. Competence has a significant influence on the organizational resilience of Shipping Companies in South Kalimantan.
3. Competence has a significant influence on the performance of employees of Shipping Companies in South Kalimantan.
4. Transformational leadership style has a significant influence on organizational innovation of Shipping Companies in South Kalimantan.
5. Transformational leadership style has a significant influence on the organizational resilience of shipping companies in South Kalimantan
6. Transformational leadership style has no significant effect on Employee Performance of Shipping Companies in South Kalimantan.
7. Organizational climate has a significant influence on organizational innovation of Shipping Companies in South Kalimantan.
8. Organizational climate has an insignificant effect on the organizational resilience of Shipping Companies in South Kalimantan.
9. Organizational climate has a significant influence on employee performance in Shipping Companies in South Kalimantan.
10. Organizational innovation has a significant influence on employee performance of Shipping Companies in South Kalimantan.
11. Organizational resilience has a significant influence on employee performance of Shipping Companies in South Kalimantan.
12. Artificial intelligence strengthens the relationship between organizational innovation and employee performance of Shipping Companies in South Kalimantan.
13. Company Value strengthens the relationship between organizational innovation and employee performance of Shipping Companies in South Kalimantan.
14. Artificial intelligence does not strengthen the relationship between organizational resilience and employee performance of Shipping Companies in South Kalimantan.
15. Company Value does not strengthen the relationship between organizational resilience and employee performance of Shipping Companies in South Kalimantan.

Based on the research findings and conclusions outlined previously, the following suggestions can be made:

1. Shipping companies in South Kalimantan, especially in terms of management that regulates human resources (HR) in the company, can consider the results of this study either properly or for a year as a reference and evaluation related to what can be improved from the HR they have, especially when viewed from the results of the total effect analysis of SEM AMOS on the research variables, providing priority scale information in efforts to improve employee performance in shipping companies in the field of coal transportation logistics in South Kalimantan, starting from the highest priority to the lowest priority which can be a suggestion for management in terms of regulating and evaluating for the development of Human Resources (HR) they have.
2. This research can be used as reference material and comparative theory, without forgetting the value of its originality as in this research, especially in the field of economics, especially human resource management science in analyzing what influences cause an influence on employee performance.

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