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THE UTILIZATION OF PROJECT MANAGEMENT TOOLS IN IMPROVING EMPLOYEE PERFORMANCE AT PT TELKOM INDONESIA

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Abstract

PT Telkom Indonesia, as the largest telecommunications company in Indonesia, has implemented Jira within its Digital Business and Technology Division as a primary project management tool to support collaboration, task organization, and project monitoring. This study focuses on three key independent variables individual competence, organizational culture, and training and development which are considered essential elements in improving human resource quality. These factors directly influence team capability as a mediating variable, which in turn affects employee performance as the dependent variable. The research was conducted through a survey of 146 respondents from the Digital Business and Technology Division of PT Telkom Indonesia. The findings are expected to provide strategic insights for optimizing the use of project management tools to enhance employee performance, ensuring that their implementation aligns with team characteristics, organizational culture, and technical readiness.

Keywords : Individual Competence, Organizational Culture, Training and Development, Team Capability, Employee Performance, Project Management Tools

Abstrak

PT Telkom Indonesia sebagai perusahaan telekomunikasi terbesar di Indonesia telah mengimplementasikan Jira pada Divisi Digital Business and Technology sebagai alat utama manajemen proyek untuk mendukung kolaborasi, pengorganisasian tugas, serta pemantauan proyek. Penelitian ini berfokus pada tiga variabel independen utama yaitu kompetensi individu, budaya organisasi, serta pelatihan dan pengembangan yang dipandang sebagai elemen penting dalam peningkatan kualitas sumber daya manusia. Ketiga variabel tersebut berpengaruh langsung terhadap kapabilitas tim sebagai variabel mediasi, yang pada akhirnya berdampak pada kinerja karyawan sebagai variabel dependen. Penelitian ini dilakukan melalui survei terhadap 146 responden pada Divisi Digital Business and Technology PT Telkom Indonesia. Hasil penelitian diharapkan dapat memberikan wawasan strategis bagi perusahaan dalam mengoptimalkan

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penggunaan project management tools untuk meningkatkan kinerja karyawan, serta memastikan implementasinya selaras dengan karakteristik tim, budaya organisasi, dan kesiapan teknis.

Kata Kunci : Kompetensi Individu, Budaya Organisasi, Pelatihan dan Pengembangan, Kapabilitas Tim, Kinerja Karyawan, Project Management Tools

1. INTRODUCTION

In the era of rapid digital transformation, organizations around the world are increasingly relying on technology to manage their operations, improve efficiency, and gain a competitive advantage. The digitalization of work processes has led to the integration of various tools and systems that support collaboration, communication, and project execution. One of the most significant developments in this context is the use of *Project Management Tools (PMTs)*, which enable organizations to plan, monitor, and evaluate projects more effectively. These tools play a vital role in ensuring that teams can manage their workloads systematically, meet deadlines, and align their goals with broader organizational objectives.

PT Telkom Indonesia, as the largest telecommunications company in Indonesia, has been at the forefront of adopting digital technologies to support its strategic initiatives and operational excellence. Within its Digital Business and Technology Division, the company utilizes *Jira* as the primary project management tool. *Jira* facilitates the management of agile-based workflows, allowing teams to track progress, manage backlogs, plan sprints, and measure performance in real time. Its collaborative features also enhance transparency and accountability, enabling teams to identify bottlenecks and optimize performance across projects. The platform's flexibility allows it to be customized according to the team's specific needs, aligning with the company's dynamic work environment and the principles of agile project management.

Despite its proven advantages, the implementation of *Jira* and similar project management tools is not without challenges. Based on preliminary survey results, several issues emerged among users, such as confusion in using the tools (50%), lack of understanding of their functions and workflows (45.5%), unclear project documentation (40.9%), inconsistent adoption across divisions (36.4%), and insufficient training (31.8%). These challenges reflect that technological adoption alone is insufficient without adequate human resource readiness and cultural alignment. Therefore, successful implementation of PMTs requires not only technical proficiency but also strong individual competence, effective training, adaptive organizational culture, and cohesive team capability.

Previous research supports this view. Lase et al. (2022), through a Systematic Literature Review (SLR), emphasized that the success of agile project management frameworks depends heavily on organizational support, process readiness, and human resource capability. Similarly, Raafi (2023), in a study on the effectiveness of *Jira* usage at PT XYZ, found that personal characteristics, social culture, training and learning, and team capability are key factors influencing the successful utilization of project management tools. These studies highlight the importance of human-centered factors in determining the effectiveness of digital tools in organizational contexts.

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Building upon these findings, this study aims to analyze the impact of individual competence, organizational culture, and training and development as independent variables on team capability as a mediating variable, and ultimately on employee performance as the dependent variable. The study involved a survey of 146 respondents from the Digital Business and Technology Division of PT Telkom Indonesia. By examining these relationships, the research seeks to understand how human and organizational factors influence the effectiveness of project management tool utilization and how this, in turn, enhances employee performance.

The results of this study are expected to provide both theoretical and practical contributions. Theoretically, it will enrich the understanding of how human capital and organizational factors interact within digital project environments. Practically, the findings will offer strategic insights for PT Telkom Indonesia and similar organizations on how to optimize the use of project management tools like *Jira* by aligning them with user competence, team collaboration, training effectiveness, and organizational culture. In doing so, organizations can not only improve productivity and project success rates but also foster a culture of continuous learning and digital adaptability essential for long-term performance sustainability.

2. RESEARCH METHOD

This study is an exploratory research employing a quantitative approach, positivist paradigm, and cross-sectional survey strategy, conducted within the Digital Business and Technology Division of PT Telkom Indonesia. The research aims to investigate the factors influencing employee performance through the utilization of project management tools, focusing on individual competence, organizational culture, and training and development as key variables. The exploratory approach is adopted because the topic remains relatively underexplored, allowing the researcher to identify new patterns and relationships within a complex phenomenon (Creswell et al., 2023). Under the positivist paradigm, this study emphasizes objective measurement and empirical analysis through quantitative methods, utilizing questionnaires distributed to 146 respondents from PT Telkom Indonesia to systematically examine the relationships among variables (Saunders et al., 2023; Sugiyono, 2024). The research was conducted in a natural organizational setting without researcher intervention to ensure authenticity and contextual validity, while the cross-sectional design captures the conditions and interrelationships among variables at a specific point in time.

Table 1 Validity Test Results

Variable	Item Code	r-Count	r-Table	Status
Individual Competence	KI1-1	0.760	0.361	Valid
	KI1-2	0.760	0.361	Valid
	KI1-3	0.621	0.361	Valid

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	KI2-1	0.423	0.361	Valid
	KI2-2	0.602	0.361	Valid
	KI2-3	0.711	0.361	Valid
	KI3-1	0.491	0.361	Valid
	KI3-2	0.548	0.361	Valid
Organizational Culture	BO1-1	0.604	0.361	Valid
	BO1-2	0.495	0.361	Valid
	BO1-3	0.539	0.361	Valid
	BO2-1	0.600	0.361	Valid
	BO2-2	0.634	0.361	Valid
	BO2-3	0.634	0.361	Valid
	BO3-1	0.432	0.361	Valid
	BO3-2	0.576	0.361	Valid
	BO3-3	0.576	0.361	Valid
	BO4-2	0.429	0.361	Valid
	BO4-3	0.451	0.361	Valid
Training and Development	PP1-1	0.556	0.361	Valid
	PP1-2	0.401	0.361	Valid
	PP1-3	0.495	0.361	Valid
	PP2-1	0.591	0.361	Valid
	PP2-2	0.726	0.361	Valid
	PP2-3	0.701	0.361	Valid
	PP3-1	0.557	0.361	Valid
	PP3-2	0.703	0.361	Valid

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	PP3-3	0.590	0.361	Valid
	PP4-1	0.458	0.361	Valid
	PP4-2	0.488	0.361	Valid
	PP4-3	0.559	0.361	Valid
Team Capability	KT1-1	0.503	0.361	Valid
	KT1-2	0.494	0.361	Valid
	KT1-3	0.484	0.361	Valid
	KT2-1	0.725	0.361	Valid
	KT2-2	0.502	0.361	Valid
	KT2-3	0.639	0.361	Valid
	KT3-1	0.044	0.361	Valid
	KT3-2	0.599	0.361	Valid
	KT3-3	0.663	0.361	Valid
	KT4-1	0.601	0.361	Valid
	KT4-2	0.573	0.361	Valid
	KT4-3	0.494	0.361	Valid
	KT5-1	0.532	0.361	Valid
	KT5-2	0.414	0.361	Valid
	KT5-3	0.375	0.361	Valid
Employee Performance	KK1-1	0.531	0.361	Valid
	KK1-2	0.531	0.361	Valid
	KK1-3	0.723	0.361	Valid
	KK2-1	0.384	0.361	Valid
	KK2-2	0.471	0.361	Valid

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	KK2-3	0.587	0.361	Valid
	KK3-1	0.575	0.361	Valid
	KK3-2	0.485	0.361	Valid
	KK3-3	0.523	0.361	Valid
	KK4-1	0.494	0.361	Valid
	KK4-2	0.585	0.361	Valid
	KK4-3	0.585	0.361	Valid

Source: Data processed by the author (2025)

Based on table 1, The validity test table assesses whether each item in a questionnaire is statistically valid, meaning it reliably measures what it is intended to measure. The table lists item codes, correlation coefficients (r-count), a benchmark value (r-table), and validity status. An item is considered valid if its r-count exceeds the r-table threshold, which in this case is 0.361. Based on the table, all items have r-count values greater than 0.361, indicating that every item is valid. This ensures that the questionnaire is appropriately constructed and suitable for further analysis. Conducting a validity test is essential in research to confirm that the data collection instrument yields meaningful and trustworthy results.

Table 2 Reliability Test

No. Variable	No. Item	Alpha Cronbach	Status
Individual Competence	KI1-1, KI1-2, KI1-3, KI2-1, KI2-2, KI2-3, KI3-1, KI3-2	0,765	Reliable
Organizational Culture	BO1-1, BO1-2, BO1-3, BO2-1, BO2-2, BO2-3, BO3-1, BO3-2, BO3-3, BO4-2, BO4-3	0,745	Reliable
Training and Development	PP1-1, PP1-2, PP1-3, PP2-1, PP2-2, PP2-3, PP3-1, PP3-2, PP3-3, PP4-1, PP4-2, PP4-3	0,810	Reliable
Team Capability	KT1-1, KT1-2, KT1-3, KT2-1, KT2-2, KT2-3, KT3-1, KT3-2, KT3-3, KT4-1, KT4-2, KT4-3, KT5-1, KT5-2, KT5-3	0,791	Reliable
Employee Performance	KK1-1, KK1-2, KK1-3, KK2-1, KK2-2, KK2-3, KK3-1, KK3-2, KK3-3, KK4-1, KK4-2, KK4-3	0,778	Reliable

Source: Data processed by the author (2025)

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Based on the results of the reliability test presented in Table 2, it can be concluded that all four operational variables used in this study are considered reliable. This conclusion is supported by the values of Cronbach's Alpha for each variable, which are 0,765, 0,745, 0,810, 0,791 and 0,778, respectively, each exceeding the commonly accepted threshold of 0.70. These values indicate a high level of internal consistency among the items within each construct, suggesting that the measurement instruments used are statistically dependable for capturing the intended variables.

3. RESEARCH RESULTS AND DISCUSSION

Descriptive Analysis

The respondents consist of 146 employees from the Digital Business and Technology Division of PT Telkom Indonesia. The collected data were then processed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of the SmartPLS application.

Table 3 Descriptive Analysis

Category	Sub-Category	Percentage
Gender	Men	84,2%
	Women	15,8%
Pengalaman Bekerja	< 1 Year	7%
	1 – 2 Year	18%
	2 – 3 Year	21%
	4 – 5 Year	20,5%
	5 – 6 Year	12%
	6 – 7 Year	14%
	> 7 Year	7,5%
Employment Status	Contract	91,2%
	Permanent	8,8%

Table 3 presents the demographic characteristics of respondents from PT Telkom Indonesia who participated in the survey. Based on gender distribution, the majority of respondents are men (84.2%), while women constitute 15.8% of the total participants. In terms of work experience, the

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largest proportion of respondents have between 2–3 years (21%) and 4–5 years (20.5%) of experience, indicating that most employees are in their early to mid-career stages. Meanwhile, 18% have worked for 1–2 years, 14% for 6–7 years, 12% for 5–6 years, and only 7.5% have more than 7 years of experience, while 7% have less than 1 year. This distribution suggests a relatively young and dynamic workforce. Regarding employment status, the majority of respondents are contract employees (91.2%), with only 8.8% being permanent employees, reflecting the prevalent use of contractual arrangements in the Digital Business and Technology Division at PT Telkom Indonesia.

Outer Model

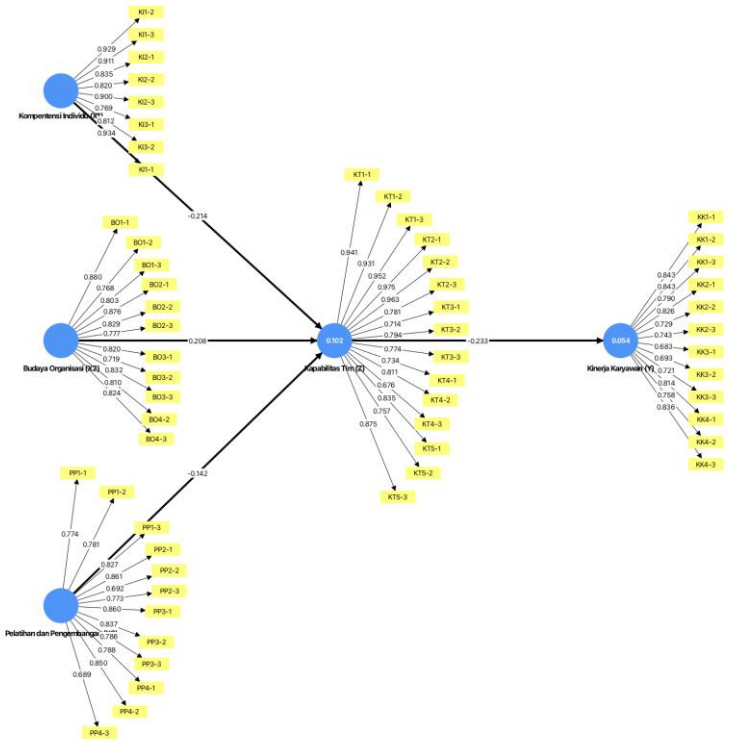

Figure 1 Path Diagram Outer Model

Based on this figure, it is known that each indicator is illustrated in yellow and the variable is depicted in purple. The indicator loading value on the construct should be ≥ 0.70 to indicate a significant contribution to the latent construct. Values between 0.40–0.70 may still be acceptable depending on the overall content validity (Hair et al., 2021).

Table 4 Cross Loading

Manifest	Individual Competence	Organizational Culture (X2)	Training and Development	Team Capability	Employee Performance (Y)

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	(X1)		(X3)	(Z)	
KI1-1	0.934	-0.028	-0.017	-0.213	0.214
KI1-2	0.929	-0.018	-0.033	-0.250	0.211
KI1-3	0.911	0.019	-0.012	-0.222	0.158
KI2-1	0.835	0.021	-0.030	-0.152	0.138
KI2-2	0.820	0.001	-0.073	-0.131	0.189
KI2-3	0.900	-0.001	-0.041	-0.178	0.220
KI3-1	0.769	0.035	-0.006	-0.093	0.104
KI3-2	0.812	0.039	0.075	-0.078	0.088
BO1-1	0.058	0.880	0.054	0.214	0.021
BO1-2	-0.057	0.768	0.121	0.056	-0.040
BO1-3	0.102	0.803	0.064	0.082	-0.089
BO2-1	0.028	0.876	0.097	0.243	-0.118
BO2-2	-0.069	0.829	0.172	0.179	-0.095
BO2-3	0.029	0.777	0.047	0.103	-0.125
BO3-1	-0.121	0.820	0.067	0.159	-0.068
BO3-2	0.042	0.719	0.096	0.031	0.022
BO3-3	0.086	0.832	0.080	0.131	-0.024
BO4-2	0.005	0.810	-0.015	0.111	-0.128
BO4-3	-0.036	0.824	0.034	0.152	-0.095
PP1-1	0.035	0.074	0.774	-0.052	-0.118
PP1-2	-0.066	0.022	0.781	-0.021	-0.182
PP1-3	0.034	0.063	0.827	-0.110	-0.075
PP2-1	0.007	0.050	0.861	-0.069	-0.187
PP2-2	-0.092	0.120	0.692	-0.025	-0.001
PP2-3	-0.028	0.038	0.773	-0.097	-0.103

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PP3-1	-0.047	0.151	0.860	-0.112	-0.115
PP3-2	0.063	0.073	0.837	-0.131	-0.140
PP3-3	0.021	0.054	0.786	-0.059	-0.139
PP4-1	-0.079	0.043	0.788	-0.052	-0.148
PP4-2	-0.109	0.071	0.850	-0.137	-0.114
PP4-3	-0.115	0.104	0.689	-0.036	0.029
KT1-1	-0.201	0.167	-0.127	0.941	-0.215
KT1-2	-0.184	0.134	-0.126	0.931	-0.182
KT1-3	-0.176	0.170	-0.108	0.952	-0.210
KT2-1	-0.212	0.185	-0.087	0.975	-0.242
KT2-2	-0.211	0.189	-0.080	0.963	-0.243
KT2-3	-0.167	0.083	-0.047	0.781	-0.199
KT3-1	-0.232	0.079	-0.024	0.714	-0.191
KT3-2	-0.229	0.135	-0.109	0.794	-0.155
KT3-3	-0.202	0.196	-0.032	0.774	-0.214
KT4-1	-0.108	0.203	-0.036	0.734	-0.066
KT4-2	-0.138	0.120	-0.161	0.811	-0.145
KT4-3	-0.126	0.158	-0.031	0.676	-0.115
KT5-1	-0.152	0.194	-0.106	0.835	-0.197
KT5-2	-0.114	0.239	-0.183	0.757	-0.226
KT5-3	-0.164	0.167	-0.160	0.875	-0.241
KK1-1	0.169	-0.102	-0.091	-0.238	0.843
KK1-2	0.147	-0.071	-0.110	-0.168	0.843
KK1-3	0.168	-0.066	-0.072	-0.212	0.790
KK2-1	0.150	-0.028	-0.092	-0.169	0.826
KK2-2	0.164	-0.073	-0.118	-0.179	0.729
KK2-3	0.191	-0.046	-0.048	-0.094	0.743

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KK3-1	0.149	-0.014	-0.163	-0.109	0.683
KK3-2	0.137	-0.077	-0.049	-0.080	0.693
KK3-3	0.143	-0.134	-0.104	-0.073	0.721
KK4-1	0.149	-0.084	-0.147	-0.158	0.814
KK4-2	0.154	-0.039	-0.128	-0.231	0.758
KK4-3	0.166	-0.089	-0.154	-0.235	0.836

In Table 4, it can be seen that the cross-loading value of each manifest indicator is higher than its loading value on other constructs. Therefore, it can be concluded that the indicators used to measure each latent variable have met the requirements for discriminant validity.

Table 5 Fornell-Lacker Criterion

Variabel Laten	Organizational Culture (X2)	Team Capability (Z)	Employee Performance (Y)	Individual Competence (X1)	Training and Development (X3)
Organizational Culture (X2)	0.814				
Team Capability (Z)	0.194	0.84			
Employee Performance (Y)	-0.087	-0.233	0.775		
Individual Competence (X1)	0.003	-0.21	0.202	0.866	
Training and Development (X3)	0.091	-0.117	-0.14	-0.026	0.795

Table 5 presents the validity test results using the square root of the AVE (Average Variance Extracted) based on the Fornell-Larcker Criterion. From the table, it can be observed that each latent variable's diagonal value (square root of AVE) is higher than its correlations with other variables. Therefore, it can be concluded that the model demonstrates good discriminant validity. The next step is to test discriminant validity using the Heterotrait-Monotrait Ratio (HTMT).

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Table 6 Heterotrait-Monotrait Ratio

	Organizational Culture (X2)	Team Capability (Z)	Employee Performance (Y)	Individual Competence(X1)	Training and Development (X3)
Organizational Culture (X2)					
Team Capability (Z)	0.170				
Employee Performance (Y)	0.107	0.215			
Individual Competence (X1)	0.082	0.198	0.201		
Training and Development (X3)	0.104	0.107	0.159	0.088	

Table 6 shows that all Heterotrait-Monotrait Ratio of Correlations (HTMT) values are below 0.9, indicating that all constructs meet the criteria for discriminant validity based on the Heterotrait-Monotrait Ratio of Correlations assessment.

Inner Model

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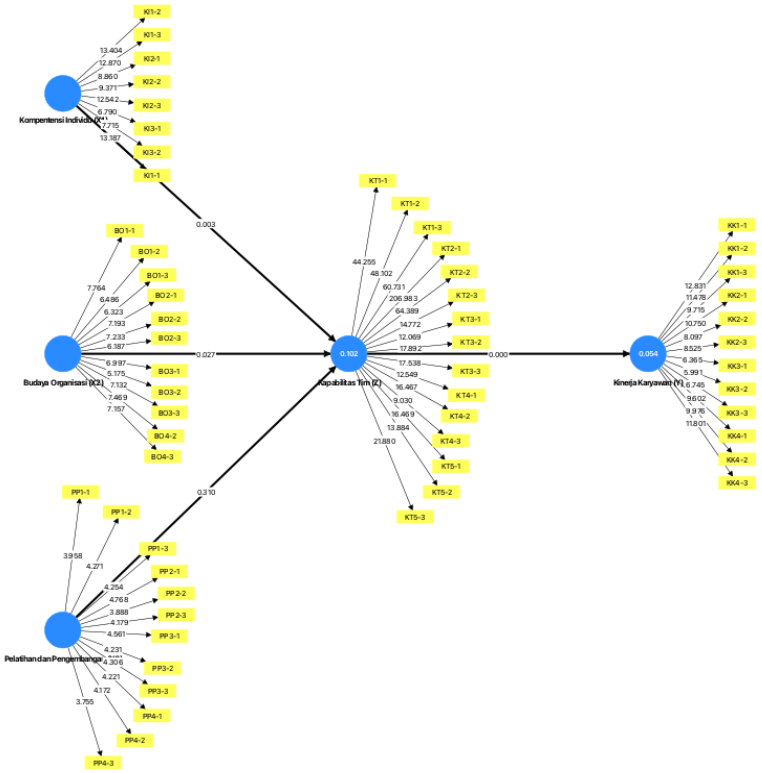

Figure 2 Path Diagram Inner Model

Based on this figure, it is known that each indicator is illustrated in yellow and the variable is depicted in purple. The validity value of each indicator is contained in the arrow and tests the reliability of the variable under study.

Table 7 Results of Hypothesis Testing (Direct Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Status
Individual Competence (X1) -> Team Capability (Z)	-0.214	-0.226	0.073	2.937	0.003	Accepted
Organizational Culture (X2) -> Team Capability (Z)	0.208	0.228	0.094	2.212	0.027	Accepted
Training and Development (X3) ->	**-0.142**	**-0.141**	**0.139**	**1.015**	**0.310**	**Rejected**

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Team Capability (Z)						
Team Capability (Z) -> Employee Performance (Y)	-0.233	-0.259	0.062	3.732	0.000	Accepted

Table 8 Results of Hypothesis Testing (Indirect Effect)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Keterangan
Individual Competence (X1) -> Team Capability (Z) -> Employee Performance (Y)	0.050	0.059	0.025	1.964	0.050	Accepted
Oranizational Culture (X2) -> Team Capability (Z) -> Employee Performance (Y)	**-0.048**	**-0.059**	**0.029**	**1.647**	**0.100**	**Rejected**
Training and Development (X3) -> Team Capability (Z) -> Employee Performance (Y)	**0.033**	**0.036**	**0.038**	**0.870**	**0.385**	**Rejected**

Based on the results of the variable testing using the SmartPLS application, from the seven hypotheses determined in the previous chapter, the findings can be explained as follows:

1. The influence value of the individual competence variable on team capability shows a *t-statistic* of 2.937 > 1.96 and a *p-value* of 0.003 < 0.05, indicating a significant effect. This finding aligns with Hendrawan (2021), who stated that improving individual competence can enhance team capability and productivity. Thus, H1 is accepted, meaning that individual competence significantly affects team capability
2. The influence value of the organizational culture variable on team capability shows a *t-statistic* of 2.212 > 1.96 and a *p-value* of 0.027 < 0.05, indicating a significant effect. This result is consistent with Tamunomiebi et al. (2020), who confirmed that organizational culture affects team capability within organizations. Therefore, H2 is accepted, meaning that organizational culture significantly affects team capability
3. The influence value of the training and development variable on team capability shows a *t-statistic* of 1.015 < 1.96 and a *p-value* of 0.310 > 0.05, indicating an insignificant effect. This

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result partially supports Nguyen et al. (2020), who emphasized the importance of experiential learning. However, the difference in findings might be due to the dominance of contract-based employees in the sample. Therefore, H3 is rejected, meaning that training and development do not significantly affect team capability.

4. The influence value of the team capability variable on employee performance shows a *t-statistic* of 3.732 > 1.96 and a *p-value* of 0.000 < 0.05, indicating a significant effect. This is consistent with Punjul et al. (2023), who found that team capability (ability and teamwork) significantly influences individual or employee performance within organizations. Thus, H4 is accepted, meaning that team capability significantly affects employee performance.
5. The influence value of the individual competence variable on employee performance through team capability shows a *t-statistic* of 1.964 > 1.96 and a *p-value* of 0.05 = 0.05, indicating a significant effect. Therefore, H5 is accepted, meaning that individual competence significantly affects employee performance through team capability. This finding aligns with Sampe (2014), who found that competence significantly affects performance, and with Achmad (2023), who stated that the skill dimension of individual competence influences performance.
6. The influence value of the organizational culture variable on employee performance through team capability shows a *t-statistic* of 1.647 < 1.96 and a *p-value* of 0.1 > 0.05, indicating an insignificant effect. Organizational culture does not always produce a significant impact, as supported by Kurniandra (2022), who found that organizational culture does not significantly affect performance in his sample. Therefore, H6 is rejected, meaning that organizational culture does not significantly affect employee performance through team capability.
7. The influence value of the training and development variable on employee performance through team capability shows a *t-statistic* of 0.870 < 1.96 and a *p-value* of 0.385 > 0.05, indicating an insignificant effect. This finding is consistent with Kalli et al. (2023), who stated that the relationship between training and development and employee performance is inconsistent and often insignificant. Thus, H7 is rejected, meaning that training and development do not significantly affect employee performance through team capability.

4. CONCLUSION

Descriptive Analysis

Based on the research objective, which is to analyze in greater depth the individual competence, organizational culture, training and development, team capability, and employee performance within the Digital Business and Technology Division of PT Telkom Indonesia, and from the results of data processing and hypothesis testing conducted through a survey of 146 respondents, the conclusions derived from the data analysis are as follows:

1. Based on the descriptive analysis of individual competence, organizational culture, training and development, team capability, and employee performance, the respondents' assessments of the five variables are summarized as follows:
   - Individual competence received an average score of 79.93%, categorized as *good*, as most individuals understand Agile and Scrum methodologies.

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- Organizational culture received an average score of 84.76%, categorized as *very good*, as team members are accustomed to collaborating in completing tasks.
- Training and development received an average score of 80.35%, categorized as *very good*, since individuals gain new insights through hands-on project training.
- Team capability received an average score of 81.65%, categorized as *very good*, as teams are open to diverse ways of thinking and working styles.
- Employee performance received an average score of 89.35%, categorized as *very good*, as most individuals are able to collaborate effectively using project management tools.

2. The analysis shows that individual competence has a significant influence on team capability. However, the relationship is negative, indicating that an increase in individual competence does not always correspond with an improvement in team capability.
3. Organizational culture significantly affects team capability, meaning that the stronger the organizational culture, the higher the level of team capability achieved.
4. In contrast, training and development do not have a significant impact on team capability, suggesting that current training and development initiatives are not yet effective in enhancing team capability.
5. The findings also indicate that team capability significantly influences employee performance. However, the relationship is negative, implying that higher team capability does not necessarily lead to higher employee performance.
6. Furthermore, individual competence significantly affects employee performance through team capability, demonstrating that team capability acts as a mediating factor. This means that improving individual competence can enhance employee performance indirectly through stronger team capability.
7. On the other hand, organizational culture does not significantly influence employee performance through team capability, possibly due to uneven internalization of cultural values within teams, influenced by differences in employee status.
8. Similarly, training and development do not significantly influence employee performance through team capability, indicating that existing training and development programs have not yet been effective in indirectly improving employee performance via team capability.

Advice for Company

Adaptive organizational values should be instilled consistently through internalization, the implementation of an agile culture, and recognition for employees or teams who demonstrate collaboration, innovation, and result-oriented behavior. The company should review the effectiveness of existing training programs and align the materials with real workplace needs, focusing on practical skills that enhance team capability and project performance.

Advice for Author

Future research is recommended to include other relevant variables such as employee engagement, organizational commitment, or digital leadership to gain a more comprehensive understanding of the factors influencing employee performance. The research scope can also be expanded to other divisions within PT Telkom Indonesia or similar companies in the digital industry for more representative results. Future studies may also focus on evaluating the

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effectiveness of training programs, including material relevance, delivery methods, and their impact on team capability and performance.

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