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ZC24806283291.pdf

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Nursaid Nursaid

WORD COUNT

5907 Words

CHARACTER COUNT

35264 Characters

PAGE COUNT

9 Pages

FILE SIZE

115.0KB

SUBMISSION DATE

Sep 17, 2024 3:53 PM GMT+7

REPORT DATE

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The Influence of Transformational Leadership Behavior, Human Resource Practices, Employee Involvement on Organizational Performance

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ABSTRACT : Organizational performance is important for every organization in providing services to service users. Organizational performance is identical to employee performance, where if employee performance is good then automatically the organization's performance will also be good. This research aims to determine and analyze the impact of transformational leadership behavior, human resource practices, and employee involvement on organizational performance at the Banyuwangi Regency Transportation Service. The population in this study were all employees at the Banyuwangi District Transportation Service, totaling 130 people. The sample was determined using the census method so that the total sample was 130 respondents. Descriptive statistical analysis was used in this research. Validity tests and reliability tests are also used so that the measuring instruments used are valid and reliable. Lastly is the hypothesis test which is aimed at determining the impact of the independent variable on the dependent variable. The results after the analysis are carried out are that transformational leadership behavior has an impact on organizational performance. Human resource practices have an impact on organizational performance and the last is that employee involvement has a positive impact on organizational performance at the Banyuwangi Regency Transportation Service.

KEYWORDS: *transformational leadership; human resource practices; employee engagement; organizational performance.*

I. INTRODUCTION

Organizational performance is a measure of the progress of an organization, and shows how well an organization has succeeded in achieving its goals (Koochang et al., 2017). Performance is critical to a company's competitiveness and survival in today's competitive environment (Wang et al., 2016). This is increasingly becoming an important issue that is attracting the interest of many researchers (Brown et al., 2015; Lee, 2018). Researchers and practitioners consider improving organizational performance as a decisive solution to respond effectively to competition and changes in the business environment (Lee, 2018). Therefore, they have made great efforts in identifying the right path to improve organizational performance. Improving the performance of public sector organizations is a tough challenge for governments and public managers (Asif & Rathore, 2021). Performance management in public sector organizations is one of the most important functions that can reduce employee and system inefficiencies to increase overall organizational effectiveness. Effective performance management does not only depend on technical aspects such as the tools used to collect, measure, and analyze performance data, as well as the design of routine performance evaluations. Simply measuring performance on a quarterly or monthly basis and using that information to assist decision making by public sector managers may not be enough. A more dynamic and new approach is needed to have a real impact on improving employee and organizational performance in the public sector. This can be achieved through employees' daily interactions with organizational behavior (OB) and management tools (Asif & Rathore, 2021). Effective performance management can not only minimize waste of resources and increase overall organizational efficiency, but can also provide better results in terms of public satisfaction with the government (Ma, 2017).

Experts show that leadership has an important role in the success or failure of an organization (Phong et al., 2018). Leadership is a popular and interesting concept to research in management literature, namely the process of influencing members in an organization to achieve common goals (Herlambang&Sanosra, 2022), (Yukl et al., 2019). Organizations can adjust their leadership style so that significant external and internal factors have an impact on driving improved performance. Organizations need transformational leadership to improve their performance in an ever-changing environment (Nguyen et al., 2023). A leader must be able to set an example to subordinates, so that subordinates can carry out their duties well (Qomariah, 2020). The relationship between leadership and organizational performance always receives more attention, this is because leaders have responsibility for the organizations they lead. Research (Bonaparte do Rêgo et al., 2017) states that leadership

has a positive and significant influence on employee performance, meaning that if leadership is better, employee performance will increase. Research that also discusses leadership and performance issues was carried out by: (Guterres et al., 2014), (Panjaitan & Kristiana, 2019), (Hidayati et al., 2022), (Lapatta & Temaluru, 2023), (Khan et al., 2021), (Kurniawati & Tobing, 2019), (Abbas et al., 2020), (Andriani et al., 2018), (Ishak et al., 2019), (Sugiyatmi et al., 2016), (Atikah & Qomariah, 2020), (Hadiana & Sari, 2019), (Arijanto et al., 2022), (Mohammad et al., 2022), (Bakker et al., 2022), (Majali et al., 2022), (Priyono et al., 2018), (Priyono et al., 2019), (Chandra et al., 2020), (Listiani et al., 2020), (Hafifi et al., 2018), (Purba et al., 2023), (Muizu et al., 2019), (Qomariah, Hermawan, et al., 2020), (Siregar, 2022), (Hasibuan, 2019), (Qomariah, et al., 2020), (Qomariah et al., 2021), (Setiawan et al., 2022), (Qomariah, Lusiyati, et al., 2022), (Nursaid et al., 2022), (Mulyadi et al., 2023), (Diah et al., 2024), (Qomariah, et al., 2020), (Sanosra et al., 2022), (Priyono et al., 2018), (Thamrin et al., 2024), (Setiawan et al., 2022), (Wiguna et al., 2022), (Kurniawan et al., 2021), (Triasmawan et al., 2023), (Qomariah, et al., 2022), (Puspitasari et al., 2024), (Qomariah et al., 2023), (Qomariah, et al., 2020), (Chandra et al., 2020), (Atikah & Qomariah, 2020), (Prasetyo et al., 2024) states that leadership that provides good examples and role models can improve performance. Meanwhile research from (Qomariah, 2012), (Siagian, 2018) states that leadership has no effect on employee performance.

HR practices are known to influence employee behavior in public organizations, thereby impacting individual and group performance (Mostafa et al., 2015). HR practices are defined as a group of coherent and internally consistent HR practices designed to increase employee competency, motivation and commitment. Therefore, these practices are oriented towards superior business performance and achieving competitive advantage (Elrehail et al., 2020). HR practices have been widely expected as a philosophy that acts as a powerful ingredient for achieving competitive advantage through loyalty and improving organizational performance (Madanat & Khasawneh, 2018). Several researchers have conducted extensive research on the impact of employee engagement on organizational performance and have demonstrated a statistically significant positive correlation (Al-dalahmeh et al., 2018; Cheche et al., 2017; Tran & Nguyen, 2020).

Organizational goals will be achieved if all employees are involved in achieving organizational goals. Employee engagement is the level of enthusiasm and commitment an employee feels towards their work (Chandani et al., 2016). Employee engagement is a predictor dimension of employee performance, which includes employees' application of additional intelligence and effort, as well as their motivation and commitment, which leads to the realization of organizational goals (Sabu & Manoj, 2020). To enhance effective employee engagement goals, six parameters are essential, namely clarity, confidence, delivery, relatability, credibility, and career. Unity between the company and employees is a must because both are able to provide the best performance (Sarangi & Nayak, 2016). Employee involvement is very important for an organization to retain its valuable employees, it is very important for an organization to utilize human resources effectively in an organization, without employee involvement, an organization cannot survive in the long term (Chanana & Sangeeta, 2021). Research by (Setyawati & Nugrohoseno, 2019), (Qodariah, 2019), (Manalu et al., 2021), (Albana, 2019), (Syafitri & Iryanti, 2022), (Kustya & Nugraheni, 2020), (Justina et al., 2019), (Rahmayani & Wikaningrum, 2022) states that employee work involvement has an impact on employee performance. Meanwhile, research conducted by (Setyawati & Nugrohoseno, 2019) states that work involvement has no impact on performance.

The Banyuwangi Regency Transportation Service is one of the regional agencies that serves the community, especially in the transportation sector. In an effort to meet the expectations of the community in line with the bureaucratic reform program, the Banyuwangi Regency Transportation Service must set basic service standards that must be carried out quickly, correctly and safely, because the needs of the community are increasingly numerous and complex which requires officers in the area concerned to always improve knowledge and skills in order to realize good quality service so as to create community satisfaction. Based on the performance target, it can be said that the targeted revenue target in 2019 was achieved 102% or very effective, in 2020 it only reached 83%. In 2021 it will only reach 80%. It may be assumed that this is the effect of the Covid pandemic, but over time in 2022 it only reached 72% and finally in 2023 it only reached 75%. Far from the set target. Therefore, this research aims to determine and analyze the influence of transformational leadership behavior, HR practices and employee involvement on organizational performance.

II. RESEARCH METHODS

This research uses quantitative research methods. Quantitative research can be interpreted as a research method that is based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, data analysis is quantitative/static (Sugiyono, 2018). The independent variables in this research are transformational leadership behavior, human resource practices and employee involvement, while the dependent variable is organizational performance. The population in this study were all employees at the Banyuwangi District Transportation Service, totaling 130 people. The sample was determined using the census method so that the total sample was 130 respondents. Data analysis uses descriptive analysis, reliability testing and validity testing and research hypothesis testing.

III. RESULTS AND DISCUSSION

Statistical Analysis Results Description

Based on the results of the analysis, data showed that the number of male employees was greater than female employees, namely 87.59% of male employees and 12.41% of female employees. However, this does not automatically provide differences in the tasks/work carried out because gender is not differentiated in performance measurement but is based on the main duties and competencies of each employee. Based on the results of the analysis, the characteristics of respondents based on age were obtained, 29 employees with an age range of 21-30 years or 22.48%, an age range of 31-40 years with a total of 33 employees or 25.58%, an age range of 41-50 years with a total of 35 employees or 27.13%, and over 51 years of age with a total of 32 employees or 24.81%. This shows that Transportation Service employees generally have the same age range, they should be younger in coordination and cooperation and still have high discipline, ability and work motivation.

Validity Test Analysis Results

According to (Sholihin&Ratmono, 2020), in some cases, the loading requirement for a construct is 0.70 which is often not met, especially for newly developed questionnaires. Thus, a loading factor between 0.40-0.70 must be considered to be maintained. Furthermore, it was also explained that indicators with loadings < 0.40 must be removed from the model. The results of the validity test analysis are presented in Table 1. Based on the data in Table 1, a conclusion can be drawn that the outer model value or correlation between the constructs of each variable, namely TL, Hrp, EE, and OP, shows that all have values above 0.70, which is in accordance with the criteria specified. has been established. All factors show a significant p-value smaller than 0.001. Therefore, based on the output results above, it can be concluded that each variable measurement is said to be valid and significant for its construct

Table 1. Variable Validity Test Results

Indicator	Loading Factor	P-Values	Criteria	Results
TL1	(0.898)	<0.001	<0,05	valid
TL2	(0.876)	<0.001	<0,05	valid
TL3	(0.933)	<0.001	<0,05	valid
TL4	(0.943)	<0.001	<0,05	valid
Hrp1	(0.867)	<0.001	<0,05	valid
Hrp2	(0.854)	<0.001	<0,05	valid
Hrp3	(0.849)	<0.001	<0,05	valid
Hrp4	(0.759)	<0.001	<0,05	valid
EE1	(0.911)	<0.001	<0,05	valid
EE2	(0.898)	<0.001	<0,05	valid
EE3	(0.824)	<0.001	<0,05	valid
OP1	(0.838)	<0.001	<0,05	valid
OP1	(0.884)	<0.001	<0,05	valid
OP1	(0.851)	<0.001	<0,05	valid
OP1	(0.879)	<0.001	<0,05	valid
OP1	(0.892)	<0.001	<0,05	valid
OP1	(0.808)	<0.001	<0,05	valid

Reliability Test Results

Cronbach's Alpha provides an indicator estimate of intercorrelation. Cronbach's Alpha is used to test the reliability of constructs in a study with a cut off value that data is declared reliable if Cronbach Alpha > 0.60. The results of the variable reliability test are presented in Table 2. Based on the data presented in Table 2, it can be concluded that the Cronbach Alpha coefficient of each construct is transformational leadership (0.933), HR practices (0.852), employee involvement (0.851), organizational performance (0.940) exceeds 0.60, so it meets the composite reliability criteria which shows the consistency value of each indicator in measuring the construct.

Table 2. Results of Cronbach Alpha Values for Latent Variable Coefficients

Variable	Cronbach Alpha	Criteria	Results
Transformational Leadership	0.933	>0,60	Accepted
HR Practices	0.852	>0,60	Accepted
Employee Engagement	0.851	>0,60	Accepted
Organizational	0.940	>0,60	Accepted

Performance			
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Hypothesis testing

A hypothesis is a temporary assumption in research that needs proof to test its truth. This hypothesis test aims to evaluate the structural relationship in path analysis between latent variables, namely transformational leadership behavior variables, human resource practices, employee involvement, and organizational performance. Hypothesis testing of the path coefficient between variables by comparing the p-value with $\alpha = 0.05$ (alpha 5%). The research hypothesis can be declared accepted if the p-value < 0.05 . The results of the hypothesis test are presented in Table 3.

Table 3. Direct Effect of Relationships Between Variables

Hypothesis	Direct Effect	Path Coefficients	P-value	Results
H1	Transformational Leadership → Organizational Performance	0,202	$< 0,009$	Accepted
H2	HR Practices → Organizational Performance	0,295	$< 0,001$	Accepted
H3	Employee Engagement → Organizational Performance	0,161	0,029	Accepted

IV. DISCUSSION

The Influence of Transformational Leadership on Organizational Performance

The results of research conducted regarding the influence of transformational leadership on organizational performance prove that there is a positive and significant influence with a value of $\beta = 0.20$ p-values < 0.01 . This shows that the ability possessed by leaders to influence their subordinates increases employee motivation and commitment, where followers trust and respect the leader emotionally and pay special attention to the needs of followers, reward high performance to attract employees towards achieving organizational goals so as to improve organizational performance. This research supports previous research conducted by Son et al., (2020) showing that there is a positive and significant influence of transformational leadership on organizational performance. Transformational leaders not only have a positive effect on the ability to change, but also inspire and arouse employee work motivation to fulfill their duties beyond expectations, thereby helping the organization improve organizational performance.

The Influence of Human Resource Practices on Organizational Performance

The results of research conducted regarding the influence of human resource practices on organizational performance prove that there is a positive and significant influence with a value of $\beta = 0.30$ p-values < 0.01 . This shows that the application of recruitment and selection practices, training and development, performance appraisal, rewards and compensation is able to provide sustainable inspiration that encourages workers to carry out work diligently and will have a positive impact on achieving organizational goals. This research supports previous research conducted by Pattnaik & Sahoo, (2018) showing that there is a positive and significant influence of human resource practices on organizational performance.

The Effect of Employee Engagement on Organizational Performance

The results of research conducted regarding the influence of employee involvement on organizational performance prove that there is a positive and significant influence with a value of $\beta = 0.161$ p-values < 0.029 . This means that positive changes in employee engagement will cause positive changes in organizational performance, which implies that employee engagement is a significant predictor of organizational performance. From the results of a change in one unit of employee involvement, it will bring about a change in organizational performance of 0.161. This research supports previous research conducted by Al-dalalmeh et al., (2018) showing that there is a positive and significant influence of employee involvement on organizational performance.

V. CONCLUSION

1. Transformational leadership influences organizational performance at the Banyuwangi Regency Transportation Service.
2. Human resource practices influence organizational performance at the Banyuwangi Regency Transportation Service.
3. Work involvement influences organizational performance at the Banyuwangi Regency Transportation Service.

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