

The effect of leadership style on performance with psychological capital as moderating

Muhammad Aldiansyah^{*)}, M Giatman, Hasan Maksum, Ambiyar Ambiyar
Universitas Negeri Padang, Indonesia

^{*)}Correspondence author e-mail: m.aldiansyah@unp.ac.id

Abstract: An organization must have more value in terms of human resources in order to compete with other organizations. The organization in implementing the work program that has been prepared basically always aims to achieve organizational goals. One way is to improve employee performance. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks. This study was conducted to determine the effect of leadership style on performance with psychological capital as moderating on employees of the Faculty of Sport Sciences, Padang State University. Independent variables in this study include leadership style, while employee performance is used as the dependent variable and psychological capital as a moderating variable. The sampling technique was carried out by saturated sampling which made the entire population as a sample obtained as many as 66 employees at the Faculty of Sports Science, Padang State University. By using an instrument in the form of a questionnaire which is analyzed using SEM-PLS analysis, where the results obtained are leadership style has a significant and positive effect on employee performance. Psychological capital can moderate leadership style on employee performance. It is recommended that the leadership of the Faculty of Sports Science, Padang State University needs to provide development training, update the knowledge of employees, because in filling out the questionnaire the respondents are still low in skillful value compared to the standard procedures that exist in work.

Keywords: Employee performance, leadership model, psychological capital

Article History: Received on 23/12/2023; Revised on 20/01/2024; Accepted on 29/02/2024; Published Online: 03/03/2024.



This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited. ©2017 by author.

INTRODUCTION

One of the organizational resources that has the most important role in achieving the goals of an organization is human resources. Because of the importance of the human role, an organization must have more value in terms of human resources in order to compete with other organizations. According to Bangun (2015), a way related to human resources in order to become a source of competitive advantage is through increasing human capital to be able to recognize and adapt to an ever-changing environment. Therefore, human resources must be managed properly in order to compete.

According to Gibson (2013), employee performance in agencies is influenced by many factors including abilities, skills, work environment, job satisfaction, job design, leadership style, rewards and so on. It often happens that employee performance decreases due to

discomfort at work, minimal wages, lack of ability or expertise and also dissatisfaction at work.

Employee performance in an organization is influenced by leadership style. According to Bangun (2015), a person will be able to influence the performance of an organization, depending on how to carry out leadership activities in it. Errors in determining leadership style will affect performance decline, high absenteeism rates, and demoralization. A leader really needs to pay attention to the leadership style in the process of influencing, directing the activities of his group members and coordinating the goals of members and organizational goals so that both can be achieved.

A good leadership style is a leadership style that can provide work to subordinates. Hasibuan (2017) says a leader must carry out various skills, experiences, personalities of each individual he leads. An effective leadership style is needed in a company to be able to improve the performance of all employees in achieving the goals set by the company.

Apart from leadership style, what needs to be considered to improve employee performance is psychological capital. Psychological capital itself can be interpreted as attitudinal and behavioral capital that plays a major role in determining success. According to Luthan, F; Youssef (2017), psychological capital is a development of a positive psychological state in individuals with characteristics: (1) having the confidence to choose and submit the effort needed to succeed in challenging tasks (self-efficacy); (2) making positive attributions about current and future success (optimism); (3) persevering in achieving goals and, if necessary, changing the way to achieve goals in order to achieve success (hope), and; (4) when hit by problems and difficulties individuals can survive and bounce back even beyond their original state to achieve success (resiliency).

The magnitude of the role of leaders in higher education related to the performance of human resources, especially lecturers, is also stated by Bachtiar (2013), which states that many factors determine the competitiveness of higher education, but the most decisive is capable and responsible leadership, both at the university level and at the faculty and study program level. Some reasons for the importance of higher education leadership are: (a) leaders whose role is to promote the institution's competence to the community, (b) leaders who design the recruitment system for academic staff and new students, (c) leaders who give authority to the heads of study programs to develop their study programs, (d) leaders who improve the academic atmosphere and working conditions, and (e) leaders who unite diverse interests and interests in the teaching and learning process.

In other words, it can be concluded that the four components of psychological capital are important factors that can influence positive behavior in organizations and the world of work. The existence of employees is one of the important points in the running of a bureaucratic organization. Various operational and managerial jobs will feel lighter with the support of employees who have high psychological capital. The higher the employee's psychological capital, the higher the employee's performance.

Higher education is the main institution in achieving the objectives of the education program. In fact, success at this level determines the success of the implementation of the national education program.

Padang State University is one of the leading universities in Padang City. Based on the research performance assessment in 2019, UNP was ranked 26th with an Independent clustering which was previously in the Main clustering (sumbar.antaranews.com, 2020). The performance of a university is determined by the performance of the university's leadership, to achieve effective performance of a university.

However, the reality that occurred at Padang State University, especially at the Faculty of Sports Science, Padang State University, found that employee performance was not optimal. The results of observations at Padang State University, researchers saw several problems, namely where the role of leaders who lead employees to achieve organizational goals is still not fulfilled, due to the lack of behavior of a leader who shows serious efforts in overcoming various task obstacles and solving problems as well as possible faced by the organization. Can be seen from the lack of leadership empathy towards employees so that the lack of a good relationship between employees and leaders. The lack of how the leader explains the goals of the agency to the subordinates, and considers himself always right.

This of course can be an obstacle for employees in working to produce good performance. Furthermore, the condition where an employee feels lack of reward by the organization for the results that have been achieved so far which causes employee performance to decrease in completing the work given and the lack of encouragement from within the employee in changing the behavior desired by the organization to achieve goals, so that work motivation is given by employees is not optimal. Therefore, to achieve the expected performance of the organization, motivation is needed in employees. With the existence and assessment of performance, organizational goals can be achieved and personal goals can also be achieved. Providing motivation to someone is a chain that starts from a need, creates a desire, causes action, and results in a decision.

METHOD

RESEARCH DESIGN

This research includes causal associative research, namely research that aims to determine the causal relationship of one or more variables, namely the independent variable on the dependent variable. This research was conducted using quantitative methods, namely research that can be counted using statistical methods (Sekaran., 2011). In this study, the independent variable is leadership style. While the moderating variable is psychological capital, and the dependent variable is employee performance.

POPULATION AND SAMPLE

The sample is part of the number and characteristics possessed by the population or part of the population that is the subject of research that can represent the research population (Arikunto, 2013). The sampling technique in this study was total sampling. Total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100, the entire population is used as a research sample. The samples taken from this study were 66 employees of the Education Personnel of the Faculty of Sports Science, Padang State University.

VARIABLE DEFINITION.

Employee performance is a level of success of an employee in carrying out the work given to him. The performance of one employee with another is not the same, because each individual has different characteristics and abilities. Good employee performance will make it easier for companies to achieve predetermined goals. Mangkunegara (2016). Leadership style is a behavior, strategy, as a result of a combination of philosophies, skills, traits, attitudes that a person uses when that person tries to influence other people who are subordinates (Rorimpandey, 2013). Psychological capital includes experience, education, skills, knowledge and ideas. Social capital emphasizes relationships, networks of contacts, and friendships. Meanwhile, positive psychological capital emphasizes trust, hope, optimism and resilience (Luthans, 2015).

RESULTS AND DISCUSSION

Outer loading In the PLS-SEM application, model assessment is carried out on reflective measurements including several aspects of the model construct: reliability, construct, convergent validity, discriminant validity and indicator loading (Hair et al., 2018). In PLS-SEM, the outer loading assessment is first checked for indicator loading to show that the construction explains more than 50 percent of the indicator variance. The indicator shows the superiority of items that can be clearly accepted, amounting to at least 0.50. (Hair et al., 2018). The results of data processing can be seen in the following table 1:

Table 1. Data Processing

Item	Outer Loading	Item	Outer Loading
GK4	0.649	M1	0.581
GK5	0.855	M2	0.742
GK6	0.827	M3	0.903
GK7	0.866	M4	0.925
GK8	0.875	M7	0.511
GK9	0.927	M9	0.694
GK10	0.763	M10	0.763
KP1	0.737	MP2	0.899
KP2	0.954	MP3	0.891
KP3	0.911	MP4	0.859
KP4	0.956	MP5	0.551
Item	Outer Loading	Item	Outer Loading
KP5	0.928	MP6	0.859
KP6	0.964	MP7	0.950
KP7	0.888	MP8	0.768
KP8	0.858	MP9	0.909
		MP10	0.897

Source: Results of Primary Data Processing, 2021

Convergent validity. Testing convergent validity is an overall metric of the reflective measurement model that measures the extent to which construct indicators converge, thereby explaining item variance. This is often known as communality, the assessment is

carried out by evaluating the average extracted variance (AVE) on all indicators related to a particular construct. AVE is the average (mean) of the squared weights of all indicators associated with a particular construct. A rule of thumb for acceptable AVE values is 0.50 or higher. A number at this level or higher indicates that the average construct explains 50 percent or more of the variance of its indicators (Hair et al., 2018).

Discriminant validity. Discriminant validity assesses how uniquely the indicators of a construct represent the construct itself (shared variance within the construct) versus how much the construct correlates with all other constructs in the model (shared variance between constructs). Discriminant validity tests are conducted for all pairs of reflective constructs in the model. Using the AVE concept discussed above, discriminant validity is present when the shared variance within a construct (AVE) always exceeds the shared variance with other constructs (Hair et al., 2018).

Construct reliability. Determination of the internal consistency reliability of each construct. Although Cronbach's alpha is a widely used method for assessing reliability, it does not weight individual indicators in the calculation. Composite reliability overcomes this limitation because it weights individual indicators based on their loadings and is therefore the preferred reliability approach. Composite reliability is preferred but Cronbach's alpha is acceptable. The minimum recommended reliability is 0.70, except for exploratory studies, where 0.60 is considered the minimum (Hair et al., 2018).

R-Square (R²). Testing measurement models the coefficient of determination is a measure of in-sample predictive power, the R² value ranges from 0 to 1, where 0 indicates no relationship and 1 indicates a perfect relationship. The higher the R² value the greater the explanatory power of the PLS structural model, and therefore the better the prediction of endogenous constructs (Hair et al., 2018). R-Square is a goodness-fit test of the model.

Hypothesis testing using bootstrap involves an assessment of the size and significance of the path coefficients, the bootstrap is a procedure carried out to obtain significance. Similar to the assessment of weights on formative indicators, the bootstrap process uses standard errors to be able to calculate t and p values for path coefficients. Can be corrected and the acceleration of the confidence interval is also checked, and the path coefficient is significant at the 0.05 level (Hair et al., 2018). To see the significance of the effect of leadership style, and psychological capital on employee performance is to look at the parameter coefficient value and the significance value of the t-statistic and P-value. The level of significance in hypothesis testing is addressed by the path or inner model coefficient value. The results of the path coefficient or inner model can be seen in Table 2.

Based on the Table 2 path coefficient or inner model testing was carried out to test the influence of the direct relationship between leadership style and psychological capital on employee performance. A variable is declared to have a significant effect by looking at the p-values and T-statistics. If the p-value obtained is smaller than 0.05 and the T-statistic is greater than 1.98 then a variable is declared to have a significant effect and vice versa. Meanwhile, to see the direction (slot) of the independent variable towards the dependent variable, you can see the coefficient value obtained.

Table 2. Path Coefficients

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Leadership Style $\geq$ Employee performance	0.607	5.897	0.000
Leadership Style $\geq$ Psychological capital $\geq$ Employee performance	0.649	5.400	0.000

Source: Results of Primary Data Processing, 2021

The results of testing the path coefficient or inner model in this research can be seen in Table 2, with the results and information in accordance with the proposed hypothesis as follows:

Leadership style has a coefficient value of 0.607, so leadership style has a positive and significant effect on the performance of employees at the Faculty of Sports Science, Padang State University. For every 1 unit increase in leadership style, employee performance will increase by 0.607 units. The better the leadership style in the Faculty of Sports Science, Padang State University, the better the employee performance will be. In this study, the statistical t value of 5,897 is greater than the t table (1,998), the P value is $0.000 < 0.05$, so Reject H_0 Accept H_1 , meaning that leadership style has a significant positive effect on employee performance at the Faculty of Sports Science, Padang State University.

Leadership style has a coefficient value of 0.649, so leadership style has a positive and significant effect on the performance of employees at the Faculty of Sports Science, Padang State University, which is moderated by psychological capital. For every increase in leadership style moderated by psychological capital of 1 unit, employee performance will increase by 0.649 units. In this study, the statistical t value of 5,400 is greater than the t table (1,998), the P value is $0,000 < 0.05$, so Reject H_0 Accept H_2 , meaning that leadership style influences the performance of employees at the Faculty of Sports Science, Padang State University, which is moderated by psychological capital.

Leadership Style Has a Positive and Significant Influence on Employee Performance. Based on the results of the hypothesis above, it shows that there is a positive and significant relationship between leadership style and employee performance. This means that the greater a person's leadership style, the better the employee's performance will be.

Leadership style is a way that leaders use to interact with their subordinates. Leadership style is a pattern of behavior (words and actions) of a leader that is perceived by others. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals. The more assertive a leader's leadership style is, the more employee performance will improve. Leadership is needed to provide direction to the efforts of all workers in achieving organizational goals. Without leaders or guidance, the connection between organizational goals may become tenuous. Therefore, leadership is very necessary if an organization wants to be successful.

Leadership style on performance, it can be concluded that leadership style has a significant influence on employee performance. The right leadership style will create work motivation so that employees work in accordance with the organization's expectations. The

leadership style of the leadership of the Faculty of Sports Sciences, Padang State University, is democratic and accepts constructive suggestions from employees. A capable and democratic leadership style helps in improving the performance of employees at the Faculty of Sports Science, Padang State University.

This research is in line with research by Kamal & Abdillah (2019), which showed that there was a positive or unidirectional relationship between leadership style and employee performance at PT Pandu Siwi Sentosa. This research is also in line with the research of Endah Susetyo, (2017). It was proven that leadership style has a significant influence on employee performance in this research. Shella's research (2018) shows that there is a positive and significant influence of leadership style on employee performance at PT Pos Indonesia (Persero) Kebumen Regency.

The Influence of Leadership Style on Employee Performance as Moderated by Psychological Capital. Based on the results of the hypothesis above, it shows that there is a positive and significant relationship between leadership style and employee performance which is moderated by psychological capital. This means that leadership style has an influence on the performance of employees at the Faculty of Sports Science, Padang State University. With the presence of psychological capital, it will increase employee performance better. The higher the leadership style displayed, the greater the individual's psychological capital, which consists of self-efficacy, optimism, hope, and resilience in facing obstacles and problems faced by employees of the Faculty of Sports Science, Padang State University.

Research by Riaz and Haider (2016) states that leadership style has a better influence on performance, innovation and psychological capital itself can be interpreted as attitudinal and behavioral capital which plays a major role in determining success. Research conducted by Harun, Luthfi & Ahmed (2019) involving 327 employees in the hotel sector in Turkey found that leadership style had a positive influence on employees' psychological capital.

CONCLUSION

Leadership style has a significant and positive effect on employee performance at the Faculty of Sports Science, Padang State University. Leadership style influences the performance of employees at the Faculty of Sports Science, Padang State University, which is moderated by psychological capital.

REFERENCES

- Abdillah, W. dan J. H. (2014). *Partial Least Square (PLS)*. Yogyakarta: Andi.
- Adlina, F., Wiroko, E. P., & Hayuwardhani, F. D. W. T. (2018). Modal Psikologis dan Persepsi Dukungan Organisasi terhadap Kesiapan Individu untuk Berubah pada Pegawai PPPKP-KKP. *Psychopathic : Jurnal Ilmiah Psikologi*, 5(2), 211–220.
- Bachtiar, D. I. (2013). Analisis Faktor-faktor yang Mempengaruhi Kepuasan Mahasiswa dalam Memilih Politeknik Sawunggalih Aji Purworejo. *Dinamika Sosial Ekonomi*, 7(1).
- Bangun, W. (2015). *Sumber Daya Manusia*. Jakarta: Erlangga.

- Carr, A. (2014). *Positive Psychology : The Science of Happiness and Human Strengths*. Hove & NewYork : Brunner – Routledge Taylor: Francis Group.
- Colquitt, J., LePine, J., & Wesson, M. *Manajemen kinerja, Manajemen Kinerja/Wibowo - Jakarta: Rajawali Pers, § (2011).*
- Endah Susetyo, I. (2017). Pengaruh Gaya Kepemimpinan, Dan Disiplin Kerjaterhadap Kinerja Pegawai Dengan Pemahaman Etika Kerja Islami. *jurnal Upajiwa Dewantara*, 1(2), 40.
- Fleeson, W., Jayawickreme, E., Jones, A. B. A. P., Brown, N. A., Serfass, D. G., Sherman, R. A., ... Matyjek-, M. (2017). Analisis Pengukuran Kinerja Sumber Daya Manusia Menggunakan Metode Human Resources Scorecard (Hrsc) Dan Analytical Hierarchy Process (Ahp) (Studi Kasus Di PT. Refi Chemical Industry, Sleman). *Journal of Personality and Social Psychology*.
- Ghozali & Latan. (2015). *Partial Least Square SEM (PLS - SEM). Partial Least Square*.
- Ghozali, I. (2016). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 23*.
- Gibson. (2013). *Penilaian Kinerja*. Jakarta: Penerbit Erlangga.
- Hadromi, F. Al. (2017). Analisis Pengaruh Gaya Kepemimpinan Kepala Sekolah Terhadap , Kedisiplinan Dan Kinerja Guru Di Sd Islam Lumajang. *Jurnal Bisnis Dan MAnajemen*, 11(1), 109–123.
- Hartono, J. (2011). *Metodologi Penelitian Bisnis: Salah Kaprah dan Pengalaman-pengalaman*. Yogyakarta: BPFE.
- Hasibuan. (2016). *Organisasi . In Jakarta: PT Bumi Aksara*.
- Heidjrachman, D. (2010). *Manajemen Personalia (edisi 4)*. Yogyakarta: BPFE.
- Iktiagung dan Pratiwi. (2016). Pengaruh Karakteristik Pekerjaan dan Modal Psikologi terhadap Kepuasan Kerja untuk Meningkatkan Kinerja PNS di Sekretariat Daerah Kabupaten Blora. *Journal & Proceeding feb Unsoed*, 6(1), 49–64.
- Kamal, F., & Abdillah, E. Z. (2019). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Pegawai (Studi Kasus: Pt Pandu Siwi Sentosa Jakarta). *Optimal: Jurnal Ekonomi dan Kewirausahaan*, 12(2), 103–122.
- Kaswan. (2017). *Psikologi Industri dan Organisasi*. Bandung: Alfabeta.
- Krisanti, Y. V., Rostiana, R., & Lie, D. (2017). Peran Dukungan Organisasi Dan Modal Psikologis Terhadap Psychological Ownership. *Jurnal Muara Ilmu Sosial, Humaniora, dan Seni*, 1(2), 418.
- Luthan, F; Youssef, C. M. . & A. (2017). *Psychological Capital: Developing the Human Competitive Edge*. NY: Oxford: University Press.
- Luthans, F. (2015). *Perilaku Organisasi, Edisi Sepuluh*. Yogyakarta: Penerbit Andi.
- Mahardika, R., Hamid, D., & Ruhana, I. (2020). Pengaruh Kerja Terhadap Kinerja Pegawai PT. Axa Financial Indonesia Sales Office Malang. *Jurnal Mitra Manajemen*, 4(6), 1–10.
- Malayu S.P Hasibuan. (2017). *Manajemen Sumber Daya Manusia*. Jakarta: PT.Bumi Aksara.
- Mangkunegara, A. A. A. P. (2016). *Manajemen Sumber Daya Manusia Perusahaan*. In Remaja Rosdakarya.
- Notoatmojo, S. (2010). Pengembangan Sumber daya manusia. In *Jurnal LPPM Bidang EkoSosBudKum (Vol. 2, hal. 124)*.

- Ovita Susiana, R. dkk. (2020). Pengaruh Gaya Kepemimpinan Dan Budaya Organisasi Terhadap Kinerja Pegawai Dengan Penerapan Good Corporate Government (GCG) Sebagai Variabel Intervening (Studi pada PT Taspen (PERSERO) Kantor Pusat Jakarta). *CommerceJurnal Ilmiah Politeknik Piksi Input Serang*, 7(3), 1–6.
- Philip Kotler dan Gery Amstrong. (2012). Aktiviti Promosi.
- Prawirosentono, S. (2008). Kebijakan Kinerja Pegawai. *Journal of Experimental Psychology: General*.
- Purwanto, A., Asbari, M., & Hari Hadi, A. (2020). Pengaruh Gaya Kepemimpinan Tansformational, Authentic, Authoritarian, Transactional terhadap Kinerja Guru Pesantren di Tangerang. *Dirasah : Jurnal Studi Ilmu dan Manajemen Pendidikan Islam*, 3(1), 85–110.
- Rivai Veitzhal. (2013). Manajemen Sumber Daya Manusia.
- Robert, H. (2016). Path-goal Theory of Leadership:Lessons, Legacy, Anda Reformulated Theory." *Leadership Quarterly*, 7(3).
- Rorimpandey, L. (2013). Gaya Kepemimpinan Transformasional, Transaksional, Situasional, Pelayanan Dan Autentik Terhadap Kinerja Pegawai Kelurahan Di Kecamatan Bunaken Kota Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*.
- Schaufeli. (2016). Same Same" But Different? Can Work Engagement be Discriminated From Job Involvement And Organizational commitment *European Psychologist*.
- Sekaran, U. (2011). *Research Methods for Business (Metodologi Penelitian Untuk Bisnis). Metode Penelitian*.
- Sekaran, Uma, & Bougie, R. (2017). *Research Method for Business Textbook: A Skill Building Approach*. John Wiley & Sons Ltd.
- Shella, P. & W. (2018). Pengaruh Gaya Kepemimpinan, Budaya Organisasi, Dan Lingkungan Kerja Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Mediator. *Economic Education Analysis Journal*, 7(2), 543–552.
- Silen, A. P. (2016). Pengaruh Modal Psikologi Dan Keterlibatan Pegawai Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Pegawai Politeknik Ilmu Pelayaran Semarang). *Jurnal Manajemen Teori dan Terapan | Journal of Theory and Applied Management*, 9(3), 161–175.
- Simamora, H. (2018). *Studi Kasus Manajemen Sumber Daya Manusia: Tinjauan Aplikasi Sistem Informasi*. Seribu Bintang.
- Stephen P. Robins, M. C. (2012). *Management*. Prentice Hall.
- Sugiono. (2016). *Metode Penelitian Kuantitatif, kualitatif dan R&D*. Bandung: Alfabeta.
- Suprihati. (2014). Analisis Faktor- Faktor Yang Mempengaruhi Kinerja Pegawai Perusahaan Sari Jati di Sragen. *paradigma*.
- Tampubolon. (2015). *Perguruan Tinggi Bermutu*. Jakarta: Gramedia Pustaka Utama.
- Veithzal, R. (2014). *Kepemimpinan dan perilaku organisasi*. Jakarta: PT. Raja Grafindo.
- Winardi. (2015). *Pean*. Jakarta: PT. Raja Grafindo Persada.
- Yuniarti, A. (2016). Pengaruh modal psikologis dan persepsi gaya kepemimpinan transformasional terhadap workplace well being. *Tazkiya Journal of Psychology*, 4(2), 126–147.

-
- Zaman, N. (2017). Pengaruh Modal Psikologi dan Organizational Citizenship Behavior Terhadap Kinerja Dimediasi oleh Kepuasan Kerja. *Jurnal Bisnis dan Ekonomi*, 24(1), 50–61.
- Zaputri, A. R., Rahardjo, K., Utami, H. N., & Administrasi, F. I. (2013). pengaruh insentif material dan non material terhadap kepuasan kerja dan kinerja pegawai (studi pada pegawai produksi cetak pt. temprina media grafika di surabaya)". *Jurnal Administrasi Bisnis*.