

**HUMAN RESOURCE INFORMATION SYSTEM AS A MODERATING VARIABLE
OF THE INFLUENCE OF LEADERSHIP STYLE VARIABLES
ON EMPLOYEE PERFORMANCE**

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Abstract

This study is a quantitative study with an explanatory approach, namely an approach that relies on a number of previous studies to build a framework that researchers formulate in the hypothesis section and prove it. The data used in this article is primary data that researchers obtained from 350 Superindo employees. The data obtained were analyzed using the smart PLS 4.0 analysis tool. The result in this article show the Leadership Style variable can have a positive relationship direction and a significant influence on Employee Performance and the Human Resource Information System variable can moderate the influence of the Leadership Style variable on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.018. In addition, the Human Resource Information System variable can moderate the influence of the Leadership Style variable on Employee Performance because the P-Values are below the significance level of 0.05, namely 0.000, more significant than direct testing. Thus it can be concluded that the first and second hypotheses in this article can be proven.

Keywords: Leadership Style, Employee Performance, Human Resource Information System

1. INTRODUCTION

Most definitions of leadership reflect the assumption that leadership is concerned with the deliberate process by which a person exerts a strong influence over others to guide, structure, facilitate activities and relationships within a group or organization. In terms of Indonesian, “leader” is often referred to as a leader, leader, pioneer, mentor, role model, mentor, administrator, motivator, chairman, head, king, and so on. While the term “lead” is used in the context of the results of a person’s role usage related to their ability to influence others in various ways (Yassin and Hasyim 2022).

According to (Veithzal Rivai 2005) leadership broadly includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, influencing to improve the group and its culture. Meanwhile, (Yulianti et al. 2022) distinguishes the concept of leader from leadership, namely: A leader is an individual in a group or organization who has more influence on others, while leadership is a process in which a leader influences individuals or group members to achieve a goal. Leaders can use various leadership styles which will later affect the effectiveness or ineffectiveness of the leadership. Furthermore, Rivai (2014) stated that leadership is the ability to influence, move, and direct an action in a person or group of people, to achieve certain goals in certain situations. Although research on leadership does not reveal one trait that all successful leaders

have, a number of traits have been identified that are common to many of them. This includes problem-solving skills, insight into group problems, intelligence, willingness to accept responsibility, social skills, and awareness of self and the environment. Based on the definition above, it can be concluded that leadership is the ability to move, influence, and direct other parties to be willing to work together sincerely and responsibly in order to achieve the established organizational goals.

The leadership function is directly related to the social situation in group life or each institution which implies that each leader is inside and not outside the situation. Operationally, there are five main functions of leadership put forward by (E 2012), namely: (1) Instruction function, this function is one-way communication. (2) Consultation function, this function is two-way communication. (3) Participatory function, in carrying out this function the leader tries to activate the people he leads, both in participating in making decisions and in implementing them. (4) Delegation function, this function is carried out by giving the delegation of authority to make or determine decisions, either through approval or without approval from the leader. (5) Control function, the control function means that successful or effective leadership is able. Leadership style can basically be seen from various perspectives. When viewed from the perspective of leader behavior, what is put forward by (Krisnadi and Tarigan 2016), that leadership style is a way for leaders to influence their subordinates, so that they are willing to work together and work productively to achieve organizational goals. Leadership style is a way used by a leader to influence the behavior of others. Benefits can be taken from this style to be used as a leader in leading his subordinates or followers.

According to (Faizal Roni 2019) who stated that leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Leaders cannot use the same leadership style in leading their subordinates, but must be adjusted to the character and level of ability of their subordinates in each of their tasks, understand the strengths and weaknesses of their subordinates, and understand how to utilize the strengths of subordinates to compensate for the weaknesses they have. The term style is the way leaders use to influence their followers (Samsudin 2015).

Based on the explanation above, researchers believe that Leadership Style can have a positive relationship direction and a significant influence on Employee Performance. A number of previous studies (Rakhmawati 2014); (Krisnadi and Tarigan 2016) & (Asdar 2020) show that the Leadership Style variable can have a positive relationship direction and a significant influence on Employee Performance. According to Wibowo (2014:70), performance can be viewed as a process or a result of work. Performance is a process of how work takes place to achieve work results. However, the results of the work itself show performance. According to (Kasmir 2018) "performance is the result of work that has been achieved in completing the tasks and responsibilities given in a certain period".

Furthermore, defines "performance as the work results achieved by workers or employees in terms of quality and quantity that are in accordance with their responsibilities". Meanwhile, according to Fahmi (2016:137), performance is the result obtained by an organization, whether the organization is profit-oriented or non-profit-oriented, which is produced during a certain period. More explicitly, Armstrong and Baron say that performance is the result of work that has a strong relationship with the strategic goals of the organization, customer satisfaction and provides economic contribution. Based on the definition above, it can be concluded that performance is a work achievement or the result of a person's work

based on the quantity and quality achieved in carrying out their functions and responsibilities. In contrast to a number of studies above, this article adds the Human Resource Information System variable as a moderating variable.

2. RESEARCH METHODS

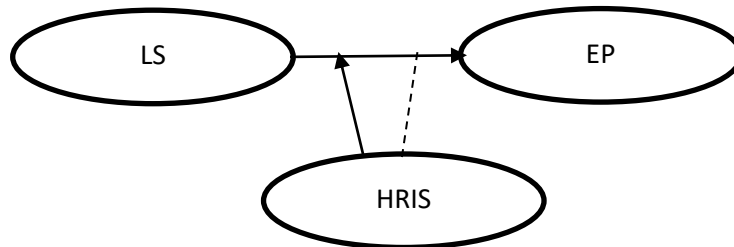


Figure 1
Model

Noted:

LS: Leadership Style

EP: Employee Performance

HRIS: Human Resource Information System

Based on the first image above, it can be concluded firmly that this study aims to analyze the influence of the Leadership Style variable on Employee Performance. This study is in line with a number of previous studies, namely research (Rakhmawati 2014); (Krisnadi and Tarigan 2016) & (Asdar 2020) which analyzed that the Leadership Style variable can have a positive relationship direction and a significant influence on the Employee Performance variable (Abdurahman 2016). Unlike the three variables, this study added the Human Resource Information System variable as a moderating variable (Jonathan Sarwono 2016). This study is a quantitative study with an explanatory approach, namely an approach that relies on a number of previous studies to build a framework that researchers formulate in the hypothesis section and prove it (Sugiyono 2019). The data used in this article is primary data that researchers obtained from 350 Superindo employees (Manzilati 2017). The data obtained were analyzed using the smart PLS 4.0 analysis tool.

Hypothesis:

H1: The Influence of Leadership Style on Employee Performance

H2: Human Resource Information System Can Moderates The Influence of Leadership Style on Employee Performance

3. RESULT AND DISCUSSION

Background Analysis

Most definitions of leadership reflect the assumption that leadership is concerned with the deliberate process by which a person exerts a strong influence over others to guide, structure, facilitate activities and relationships within a group or organization. In terms of Indonesian, “leader” is often referred to as a leader, leader, pioneer, mentor, role model, mentor, administrator, motivator, chairman, head, king, and so on. While the term “lead” is used in the context of the results of a person’s role usage related to their ability to influence others in various ways (Yassin and Hasyim 2022).

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Validity Test

The first stage that must be passed if the researcher uses the smart PLS 4.0 analysis tool is the smart PLS 4.0 analysis tool. This stage serves to ensure that each questionnaire distributed to 350 respondents is valid or not. To prove it further, here are the results of the validity test in this article (Sarstedt et al. 2014).

Table 1
Validity Test

Variable	Question Item	Loading Factor
Leadership Style (X)	Leadership Style Can Affect Employee Performance	0.887
	Leadership Style Can Make Employees Happy	0.892
	Leadership Style Can Make Employees Comfortable At Work	0.846
	Leadership Style Can Make Employees More Enthusiastic At Work	0.859
	Leadership Style Can Make Employees Easier To Complete Their Work	0.878
	Leadership Style Can Make Employees More Resilient In Facing Every Challenge	0.882
Employee Performance (Y)	Employee Performance Can Be Affected By Good Leadership Style	0.921
	Employee Performance Can Be Affected By Employee Spirit	0.919
	Employee Performance Can Be Affected By Employee Spirit	0.915
	Employee Performance	0.925

	Can Be Affected By Employee Happiness At Work	
	Employee Performance Can Be Affected By Employee Comfort At Work	0.935
	Employee Performance Can Be Affected By	0.944
Human Resource Information System (Z)	Human Resource Information System Can Affect Employee Performance	0.956
	Human Resource Information System Can Increase Employee Happiness At Work	0.962
	Human Resource Information System Can Increase Employee Comfort At Work	0.968
	Human Resource Information System	0.972

Valid > 0.70

Reliability Test

The next stage that must be used in analyzing each variable in this article is reliable or not is the reliability test stage. It is known whether the variable is reliable or not, if the composite reliability and cronbach alpha variable values are above 0.70. Therefore, here are the results of the reliability test in this article (Hair 2010).

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Leadership Style	0.922	0.885	Reliable
Employee Perdormance	0.965	0.925	Reliable
Human Resource Information System	0.972	0.931	Reliable

Reliable > 0.70

Path Coefisien

The last stage is the stage that functions to ensure whether each hypothesis in this article is successfully proven or not. The hypothesis in this study is that the Leadership Style variable can have a positive relationship direction and significant influence on Employee Performance and the Human Resource Information System variable can moderate the influence of the Leadership Style variable on Employee Performance (Ghozali 2016).

Table 3
Path Coefisien

	Variable	P-Values	Noted
Direct Influence	LS->EP	0.018	Accepted
Indirect Influence	HRIS* LS->EP	0.000	Accepted

Significant Level < 0.05

In line with the explanation of the Path Coefficient function to prove each hypothesis used in this study, namely the Leadership Style variable can have a positive relationship direction and a significant influence on Employee Performance and the Human Resource Information System variable can moderate the influence of the Leadership Style variable on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.018. These results are in line with a number of previous studies, namely (Rakhmawati 2014); (Krisnadi and Tarigan 2016) & (Asdar 2020) which show that leadership style can make employees more enthusiastic about working, happier at work, and easier to complete every job that exists which ultimately can have a good impact on Employee Performance. In addition, the Human Resource Information System variable can moderate the influence of the Leadership Style variable on Employee Performance because the P-Values are below the significance level of 0.05, namely 0.000, more significant than direct testing. Thus it can be concluded that the first and second hypotheses in this article can be proven.

4. CONCLUSION

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