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The Effect of Self-Leadership on Employee Performance Moderated by Organizational Support (Case Study at the Personnel and Human Resources Development Agency of Tabanan, Bali, Indonesia)

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ABSTRACT : In realizing high quality services, self-leadership from employees is needed. Apart from self-leadership from employees, organizational support is also very necessary to achieve the expected performance. The purpose of this research is to explain the influence of self-leadership on performance and the role of organizational support as a moderator on the influence of self-leadership on performance. This research is conducted at the Personnel and Human Resources Development Agency of Tabanan, Bali, Indonesia with 68 employees as samples using purposive sampling technique. Data is analyzed using moderating regression analysis. The results show that self-leadership has a positive effect on employee performance. The moderating effect of organizational support on performance was also found to be significant, which means that organizational support is able to moderate (strengthen) the influence of self-leadership on employee performance

Keywords -employee performance, self-leadership, organizational support,

I. INTRODUCTION

Human resources are assets in business organizations that can realize physical and non-physical potential in realizing the existence of the organization, therefore the success or failure of an organization or institution will be determined by human factors or employees in achieving its goals (Anwar, 2018). Humans in an organization or company have a very strategic position because humans can find out the inputs that need to be taken from the environment. Humans are the driving force and determining the running of the organization (company), so the attention of the leadership is needed (Ali & Harahap, 2017).

Organizations generally have all kinds of ways to improve the performance of their employees, although the ways vary from one organization to another depending on the actual function of each organization (Gita & Yuniawan, 2016). Organizations need employees who are able to work better and faster so that high performance employees are needed (Sarmawa et al., 2017). The low performance of employees in an organization can lead to obstruction of an organization in achieving its goals. Performance is influenced by Individual Ability, effort, and support. Employee performance can play a role as a determinant of the company's success. Employee performance is a combination of effectiveness with efficiency when performing main job tasks

Robbins & Judge (2015) states that employees who have good performance are employees who can complete the work given to them appropriately. Organizations that want to improve employee performance need the support of employees who are competent in their field (Purwandari, 2016). Therefore, the absence of gaps between leaders and employees will create a conducive work atmosphere that has an impact on the achievement of an organization or company (Roz, 2019). Performance is the result of work that is concrete, observable, and measurable. Employee performance is inseparable from the various factors that influence including the Ability and Motivation Factors (Saraswati et al., 2017).

There are performance achievement problems found in the Personnel and Human Resources Empowerment Agency of Tabanan Regency, such as a lack of employee initiative in completing work. The problem that is often encountered is that motivation from employees and organizational support is still low, seen from the willingness to work in taking on a challenge. These things make employees have poor work results, are minimal in their knowledge and are not responsive to instructions related to how to work and the existing work situation. The right motivation from a leader will motivate employees to do their best by showing maximum performance and they will believe that with the success of the organization in achieving its goals and objectives,

their personal interests will be preserved for the sake of the company's future interests. Employees need to get feedback from their environment as a form of recognition of their achievements in completing work (O'Dwyer, 2016)

Self-leadership is a factor that affects employee performance. Self-leadership is a psychological construct which is a person's capacity to improve performance through a repertoire of ongoing cognitive, motivational strategies and self-navigating behavior (Fahrana, 2016). Everyone needs the ability to lead themselves, in order to be successful in carrying out his leadership role (Bailey et al., 2018). Self-leadership requires being able to manage and organize yourself before managing others (Sesen & Tabak, 2016). For example, when individuals use a behavioral focus on strategy (for example, creating clearer goals and effectively developing strategies to achieve goals), they become better able to manage workflows and be proactive (Şahin, 2017). Leaders with good self-leadership have the ability to help employees solve problems, make decisions, and identify opportunities and challenges now or in the future (Talsi, 2017). Several previous studies have proven that employee performance can be influenced by self-leadership. The role of human resources is the hope of every company to have quality humans who will make it easier for them to achieve their goals, so that the role of leadership is needed to inspire followers to achieve satisfactory performance (Darma et al., 2019)

Another indicator of influence to consider is organizational support. Organization is a place to interact with a number of people who have the same goal. To achieve these goals, organizational support is needed so that they can work well to support the goals of the organization. When a person works in a company or organization, employee performance is the main focus of management. According to Robbins & Judge (2015),

Organizational support is where the organization faces a dynamic and changing environment so that the organization adapts itself. Organizational support is the support received from the organization in the form of training, equipment, hopes and a productive work team. Organizational support can expand the scale of employee tolerance, effectively reduce the accumulation and spread of negative employee emotions, and minimize the gap between employees (Gordon, 2020)

Employees who receive support, are valued for their work and have good employee welfare, then employees will tend to be more committed to their organization. The element that influences employee behavior is the environment of the employees themselves, in this case the organizational support that surrounds them. Positive support from the leadership and all employees will create a conducive work situation. By getting this support, employee performance will be motivated to be better (Sompie (2019). Performance achievement problems were also discovered through interviews, revealing low employee initiative in doing work quickly. Employees also lack knowledge about technology.

II. HYPOTHESIS DEVELOPMENT

Talsi (2017) states that self-leadership is able to influence employee performance in carrying out work. This is supported by C'akmak et al. (2017) which state that self-leadership has a positive role in improving employee performance. Ghassani et al. (2020) emphasized in their research that self-leadership has a positive role in improving employee performance. Richardson (2020) also found that self-leadership has a significant positive relationship with employee performance in customer service. Based on this understanding, the first hypothesis can be formulated as follows.

H1: Self-leadership has a significant positive effect on employee performance

Ashar et al. (2020) said that organizational support has a positive role in improving employee performance. Erat et al. (2017), Mujibburrahman et al. (2020) prove that organizational support has a significant positive effect on employee performance, Organizational support strongly influences employee performance (Turay et al., 2019). O'Dwyer (2016) reports that organizational support has a positive effect on employee performance in the field of motivating employees to complete work. Based on this understanding, the second hypothesis can be formulated as follows.

H2: Organizational support has a significant positive effect on employee performance

Gede & Piartini (2017) states there is a role for organizational support in moderating the influence of self-leadership on employee performance. Voon et al. (2017) proved that employee support moderates the influence of self-leadership on employee performance. Purwandari (2016) proves that organizational support moderates by strengthening the influence of self-leadership on employee performance. Organizational support strongly moderates the influence of self-leadership on employee performance. Hamida et al. (2020) states that organizational support has a positive, moderating relationship to the influence of self-leadership on employee performance. High levels of employee organizational support can strengthen the positive influence between self-leadership and employee performance. Gordon (2020) shows indirectly, organizational support has a strong relationship, able to moderate the influence of self-leadership on employee performance. Imran & Aldaas (2020) states that organizational support is able to moderate self-leadership on employee performance in the SME sector. Based on this understanding, the following third hypothesis can be formulated:

H3: Organizational support moderates the influence of self-leadership on employee performance”

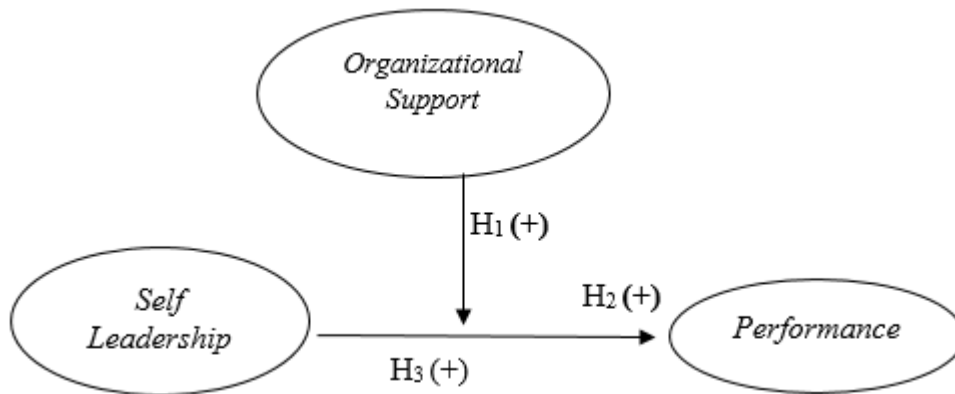


Figure 1 Conceptual Framework

III. METHODS

“This research belongs to associative research. This research is conducted in Personnel and Human Resources Development Agency of Tabanan Regency. Based on the interview there were problems regarding employee performance, that the quality of employee work was still very low, this can be seen from the quality of employee work in completing work quickly between fields was still very low in agencies causing less than optimal service; Researchers consider this activity necessary in order to know the cause of the decline in employee performance considering that good performance is needed in improving the quality and objectives of the organization; So far, they have never conducted research on employee performance

The research object is self-leadership, employee performance and organizational support. The dependent variable in this study is performance. The independent variable in this study is self-leadership. The moderating variable in this study is organizational support. The population in this study were 69 employees of the Personnel and Human Resources Development Agency of Tabanan Regency regarding the factors that affect employee performance. The number of samples obtained is 68 people outside the Head of the Personnel and Human Resources Development Agency of Tabanan Regency. Data collection in this study was carried out using interviews and questionnaires. Data were analyzed using Moderated Regression Analysis (MRA)

$$Y = \alpha + \beta_1 X + \beta_2 M + \beta_3 XM + e \dots\dots\dots (1)$$

Description:

- Y = employee performance
- A = constant
- β1-β3 = coefficient
- X = self-leadership
- M = organizational support
- e = error

IV. RESULTS AND DISCUSSION

Most of the respondents in this study were aged 29-38 years with a total of 31 (45.59%). 29-38 years is the productive age. The age factor of a productive employee can support organizational activities in producing a quality organization, because the productive age that is owned will be correlated in achieving the goals of the organization. Respondents were predominantly female (51.47%). The majority of respondents have a bachelor's degree (39 people or 57.35%). The grouping of respondents based on the length of work indicated that the respondents who worked for 1 year were (8 people or 11.76%), then respondents who worked for more than 1 to 2 years (15 people or 22.06%), while those who worked working more than 2 to 4 years (28 people or 41.18%) and those working more than 4 years (17 people or 25%)

Overall employee performance variables get a score of 4.21, which means that most respondents already have a very high performance. The statement that has the highest score is the statement "I have knowledge of the work I do", with a score of 4.65. This shows that employees already have knowledge of the work they are doing well. The overall leadership variable gets a score of 4.04, which means that most of the employees have walked strong. The indicator that has the highest score is the indicator that the leader gave me the task according to my position which got a score of 4.34. This is due to the fact that the leadership has given the job according to the employee's position, so that leadership can be carried out strongly. The overall organizational support variable gets a score of 4.24, which means that most employees have provided very high

organizational support for employees. The indicator that has the highest value is the M5 indicator, namely the organization cares about the welfare of employees. This is because the leader is considered to care about the welfare of employees. In addition, organizational support can be carried out well, because it has given awards for outstanding employees and provides promotion opportunities for employees.

Table 1. Results of Moderation Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.429	5.308		.646	.521
	Self Leadership	.250	.109	.208	2.298	.025
	Organizational Support	.453	.151	.284	2.997	.004
	X-M interactions	.032	.004	.723	7.655	.000

Source: primary data processed, 2020

Based on the results of moderation regression analysis as presented in Table 1, the following structural equations can be formed:

$$Y = 3,429 + 0,250X + 0,453M + 0,032XM + e$$

The self-leadership regression coefficient (β_1) of 0.250 shows a positive value which means that if Self-Leadership increases by 1 unit assuming other variables are constant, then employee performance will increase. The regression coefficient value for organizational support (β_2) of 0.453 indicates a positive value, which means that if organizational support increases by 1 unit, assuming other variables are constant, then employee performance will increase. The regression coefficient value of the interaction variable between self-leadership and organizational support (β_3) is 0.032, meaning that if the interaction variable between leadership and organizational support increases by 1 unit with the assumption that other variables are constant, then employee performance will increase.

Adjusted R² is 0.464, this means that the variation in employee performance can be significantly influenced by the variable leadership (X), organizational support (M), and leadership interactions with organizational support by 46.4 percent, while the remaining 53.6 percent is explained by factors- other factors that are not explained in the research model. The calculated F value of 20.368 with a significance P value of 0.000 which is smaller than $\alpha = 0.05$, this means that the model used in this study is feasible. This means that simultaneously self-leadership (X), organizational support (M), and the interaction variable between self-leadership and organizational support (X.M) have a significant effect on employee performance.

The significance value is 0.025 with a regression coefficient value of 0.250 and a positive t value of 2.298. A significance value of $0.025 < 0.05$ indicates that H1 is accepted. This result means that self-leadership has a positive and significant effect on employee performance at the Personnel and Human Resources Development Agency of Tabanan Regency. This result means that the better the self-leadership, the better the employee's performance will be.

The significance value is 0.004 with a regression coefficient value of 0.453. A significance value of $0.004 < 0.05$ indicates that H2 is accepted. This result means that organizational support has a positive and significant effect on employee performance at the Personnel and Human Resources Development Agency of Tabanan Regency. The higher the organizational support provided by the organization / company, the performance produced by the employees of the Personnel and Human Resources Development Agency of Tabanan Regency will increase.

Based on the results of the analysis of the influence of self-leadership on employee performance with organizational support as a moderating variable, a significance value of 0.025 was obtained with a positive regression coefficient value of 0.250. The significance value of the moderating variable (β_2) organizational support is 0.004 (significant) and the significant value of the interaction variable between self-leadership and organizational support (β_3) is significant at 0.000, this indicates that the moderating variable is a partial moderation type (quasi moderation). The result of moderation regression analysis shows that the value of self-leadership regression coefficient (β_1) is significant positive and β_3 is significant positive, which indicates a unidirectional relationship, so the organizational support variable is a moderating variable that strengthens the influence of self-leadership on employee performance. Thus, the third hypothesis which states that positive organizational support significantly moderates the influence of self-leadership on employee performance can be accepted. The results of this study indicate that if the interaction between leadership and organizational support increases, it will further improve employee performance.

The scope of the research only covers the Tabanan Regency Personnel and Human Resources

Development Agency, so it cannot describe the performance of the employees of the Tabanan Regency Personnel and Human Resources Development Agency in general throughout Bali. Factors that affect employee performance in this study are the climate of self-leadership and organizational support, while there are many other factors that affect employee performance such as compensation, working conditions, quality of supervision, co-workers, opportunities for advancement and individual factors such as age, rank, or position. these clerks. This research is only conducted in a certain point in time (cross section), while the environment changes (dynamic) at any time, so this research is important to do again in the future. The Covid-19 pandemic affected filling out questionnaires which took a long time, because respondents from the Personnel and Human Resources Development Agency of Tabanan Regency worked from home making the collection schedule delayed from the set target

V. CONCLUSION

Self-leadership has a positive and significant effect on the employee performance of the Personnel and Human Resources Development Agency of Tabanan Regency. Organizational support has a positive and significant effect on employee performance of the Personnel and Human Resources Development Agency of Tabanan Regency. Organizational support strongly moderates the influence of self-leadership on employee performance at the Personnel and Human Resources Development Agency of Tabanan Regency. Management should make regular training and development programs for all employees so that all employees are able to complete their work well and have high initiative in doing work. Leaders should provide and increase support for all employees so that employees can work better. Then increase attention to all employees fairly to the needs of employees in carrying out work. By giving attention and understanding to the needs of all employees, it will make employees feel cared for by the leadership, so that it is expected to improve employee performance for the better. Management should be willing to provide and increase rewards other than salary and provide comfort to employees in carrying out work activities. The results of this study are expected to be able to encourage further researchers to observe other factors that can affect employee performance besides organizational support and self-leadership. Further research is also expected to increase the number of research samples and expand the sample area of researchers, and be able to conduct research at several government agencies in Bali Province so that later the results can be generalized to a wider scope

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