Resonant Leadership Style As A Moderating Variable Of The Influence Of Human Resource Information System On Employee Performance

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ABSTRACT

This study is a quantitative study with an explanatory approach, namely an approach that relies on research to the nineteenth, twentieth, and twenty-first as the main material for building research foundations, building hypotheses, and proving hypotheses in this study. The data used in this study is quantitative data that researchers obtain directly or are also commonly referred to as primary data obtained from Zuri Group hotel employees spread throughout Indonesia as many as two hundred and fifty employees. The data obtained by the researcher were distributed through an online questionnaire containing ten questions with five choices including the choice of strongly agree, the choice of agree, the choice of so-so, the choice of disagree, and the choice of strongly disagree. The data obtained by the researcher were analyzed using the smart PLS 4.0 analysis tool. The result in this article show that the Human Resource Information System variable can have a positive relationship direction and significant influence on Employee Performance and the Resonant Leadership Style variable can strengthen the influence of the Human Resource Information System variable on Employee Performance. The results of the second row of the third table above show that the Human Resource Information System variable can have a positive relationship direction and significant influence on Employee Performance can be accepted because the P-Values are positive and below the significance level of 0.05, namely 0.004. Based on these results, it can be concluded that the higher the Human Resource Information System, the higher the Employee Performance. In the next row, the Resonant Leadership Style variable can also moderate the influence of the Human Resource Information System variable on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.000, more significant than direct testing of 0.004. Thus it can be concluded that the first and second hypotheses in this article can be accepted.

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

Introduction

Leadership is an applied science of social sciences because its principles and formulations are useful in improving human welfare. Understanding the meaning of the definition from various perspectives is necessary as a first step in understanding and studying leadership and its problems. [1] States that leadership is influencing a group to achieve a goal. According to [2] States that leadership is providing constructive influence to others to carry out a cooperative effort to achieve a planned goal. Leadership is the ability to influence, move, and direct an action on a person or group for a specific purpose. [3]Leadership is very important in an organization because the leader is the one who will move and direct the organization in achieving its goals. At the same time, this is not easy because the leader must understand each subordinate's different behavior. Subordinates are influenced so that they give their devotion and participation to the organization effectively and efficiently. In other words, the success or failure of efforts to achieve organizational goals is determined by leadership quality.

Leaders and those being led must understand the Nature of Leadership from a deep perspective. [4]a. Responsibility, not Privilege When a person is appointed or designated to lead an Institution or Agency, he carries a great responsibility as a leader who must be accountable for it, not only in front of humans, but also in front of Allah. Therefore, positions at all levels are not privileges, so a leader or official should not feel like a special person; he feels he must be privileged. He is furious if others do not treat him with respect. b. Sacrifice, Not Facilities Being a leader or official means not enjoying luxury or the pleasures of life with various pleasant worldly facilities. Still, he must be willing to sacrifice and show sacrifice, especially when the people he leads are in complex and harsh conditions. Therefore, it feels strange if in the State or Provincial Budget and the levels below it. There is a budget of tens or even hundreds of millions to buy clothes for officials, even though they could buy expensive clothes with their own money before they became leaders or officials. c. Hard work, not relaxing. Leaders have a great responsibility to face and overcome various problems that haunt the people they lead, direct their lives to live a good and proper life, and achieve progress and prosperity. For that, leaders must work hard with complete sincerity and optimism. Serving, not Arbitrary. A leader is a servant to the people he leads; therefore, becoming a leader or official means gaining great authority to be able to serve the community with better service than the previous leader [5]. Therefore, every leader must have a vision and mission of service to the people he leads to improve the welfare of life, this means there is no desire whatsoever to lie to his people, let alone sell the people, speak on behalf of the people, or the interests of the people, when in fact it is for the benefit of himself, his family, or his group. If a leader like this exists, this is the greatest traitor. e. Exemplary and Pioneering, not a Follower. In all forms of goodness, a leader should be an example and a pioneer, not a follower who has no attitude towards the values of truth and goodness. When a leader calls for honesty from the people he leads, he has shown that honesty. When he calls for a simple life in material matters, he shows simplicity, not luxury. Society is very demanding of a leader who can be a pioneer and role model in goodness and truth [6].

Leadership theory is a generalization of a series of leadership behaviors and concepts, highlighting the historical background, causes of leadership, requirements for leaders, main characteristics of leaders, main tasks and functions, and ethics of the leadership profession. [7]. Leadership theory generally tries to provide explanations and interpretations of leaders and leadership by presenting several aspects, including [8]1) The Historical background of leaders and leadership emerged in line with human civilization. Leaders and leadership are always needed in every era. 2) Reasons for the emergence of leaders. There are several reasons why someone becomes a leader, including a) Someone is born destined to be a leader, b) Someone becomes a leader through preparation and education efforts, and is driven by their own will. b) Someone becomes a leader if they have leadership talent from birth, developed through education and experience, and by environmental demands.

Theories in leadership generally show differences because each theorist has their own emphasis, which is viewed from a particular aspect. [9]The following are Theories in Leadership: a. Trait Theory. This theory is based on the basic idea that a leader's success is determined by the traits, temperament, or characteristics possessed by the leader. Based on this idea, the assumption arises that to become a successful leader, the leader's abilities very much determine it. [10]. And the personal abilities in question are the qualities of a person with various traits, temperaments, or characteristics. The ideal characteristics that a leader needs to have, according to [11]1) Broad general knowledge, strong memory, rationality, objectivity, pragmatism, flexibility, adaptability, and future orientation. 2) Inquisitive nature, a sense of punctuality, a high sense of cohesion, a sense of discovery, exemplary, assertiveness, courage, an anticipatory attitude, a willingness to be a good listener, integrative capacity. 3) Ability to grow and develop, analyze, determine priorities, distinguish between urgent and vital, have educational skills, and communicate effectively.

Although Trait Theory has several weaknesses (including: being too descriptive, there is not always a relevance between traits considered superior and leadership effectiveness) and is regarded as an outdated theory, if we reflect on the moral and ethical values contained in it regarding the various formulations of traits, characteristics or temperaments of leaders, they are very much needed by leadership that applies the principle of exemplary behavior [12]. The basic idea of this theory is that leadership is an individual's behavior when carrying out activities to direct a group towards achieving goals. In this case, leaders have behavioral descriptions [13]: 1) Consideration and initiation structure The behavior of a leader who tends to prioritize subordinates has the characteristics of being friendly, willing to consult, support, defend, listen, accept suggestions, and think about the welfare of subordinates, and treat them on the same level as himself. In addition, there is a tendency for leaders to prioritize organizational tasks. 2) Oriented to subordinates and production. The behavior of a leader who is oriented to subordinates is characterized by an emphasis on superior-subordinate relationships, the leader's attention to satisfying the needs of subordinates, and accepting differences in personality, abilities, and behavior of subordinates. Meanwhile, leaders who are oriented towards production tend to

emphasize the technical aspects of work, prioritizing the implementation and completion of tasks and achieving goals. On the other hand, the behavior of leaders according to the leadership continuum model is twofold: oriented towards leaders and subordinates. Meanwhile, based on the leadership graphic model, the behavior of each leader can be measured through two dimensions, namely their attention to results/tasks and subordinates/work relationships. The tendency of leader behavior cannot be separated from the problem of leadership function and style [14].

In addition to leadership theory, there is also leadership style. Leadership style is how the leader acts towards their subordinates. To be clearer, an explanation of leadership style will be presented based on the opinions of several experts. According to [15]Leadership Style is a way for leaders to interact with their subordinates. Meanwhile, another opinion states that Leadership Style is a pattern of behavior (words and actions) of a leader that others feel. [16]Leadership style is behavior and strategy resulting from a combination of philosophy, skills, traits, and attitudes. A leader often applies this style when he tries to influence the performance of his subordinates. [17]. One type of leadership style is the resonant leadership style.

Resonance is the vibrating power of an object that can vibrate other objects around it. Resonant power always occurs around us, and we can do it even if we don't have charisma. For example, if someone yawns in a boring training class, it will unconsciously make us yawn too. Or when you are busy having a serious conversation with someone, unconsciously, the movements of one of them will be followed by the other person. Either by changing your sitting position, trying to cross your arms, putting your hands on your hips, holding your chin, and so on. Resonance power can be learned and helps influence a group of people to want to (unconsciously) follow orders in carrying out tasks. Resonant leadership is an aspect that can give birth to a resonant leader. Dr. Anne McKee, a lecturer at the Singapore Institute of Management, in her book "Resonant Leader", explains a way to understand how people can develop Emotional Intelligence (EI) and maintain resonant leaders through mind, body, heart, and spirit. "People understand the 'what' of leadership: the strategy, implementation, and control. What only a few understand is the 'how' of leadership. This involves moving people through guiding emotions & passion. Resonance leaders are adept at painting compelling pictures that inspire their subordinates."[18].

Why is Emotional Intelligence (EI) now very much needed in addition to Intelligence Quotient (IQ) by managers, because employees need leaders who function as "emotional shock absorbers," namely, they want to be resonated with the respect they have based on the trust relationship that is built. Therefore, they expect leaders to have integrity in behaving emotionally based on trust and honesty in relationships and communication; in the same case, they also have to struggle to survive amid economic conditions and the influence of globalization, which are uncertain. Leaders who have resonant leadership can inspire through expressions of passion, commitment, and complete attention to employees. Employees will be motivated to carry out tasks to achieve organizational goals through courage and hope. Based on this explanation, researchers believe that Resonant Leadership Style can moderate the influence of Human Resource Information System variables on Employee Performance. There are several previous studies. [19]; [20]& [21]What distinguishes this study from the three studies mentioned above is the use of moderating variables, which researchers have explained comprehensively above.
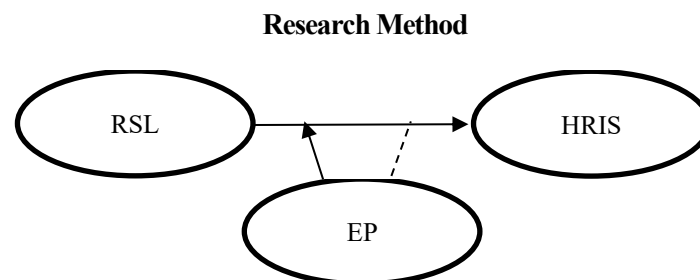
Research Method

Figure 1. Model

Noted:
HRIS: Human Resource Information System
EP: Employee Performance
RSL: Resonant Leadership Style

The first image above shows that this study aims to analyze the influence of the Human Resource Information System variable on Employee Performance [22]. The objectives that the researcher mentioned earlier are in line with several previous studies, namely `[19]; [20] & [21]. The difference among the three studies can be seen from the use of the Resonant Leadership System moderation variable, which the researcher believes can strengthen the influence

of the Human Resource Information System variable on Employee Performance [23]. This study is a quantitative study with an explanatory approach, which relies on research from the nineteenth, twentieth, and twenty-first centuries as the primary material for building research foundations, building hypotheses, and testing hypotheses in this study [24]. The data used in this study is quantitative data that researchers obtain directly, also commonly referred to as primary data, from Zuri Group hotel employees spread throughout Indonesia, as many as two hundred and fifty employees [25]. The data obtained by the researcher were distributed through an online questionnaire containing ten questions with five choices, including the choice of strongly agree, the choice of agree, the choice of so-so, the choice of disagree, and the choice of strongly disagree [26]. The data obtained by the researcher were analyzed using the innovative PLS 4.0 analysis tool with the hypothesis below [27].

Hypothesis:

H1: The Influence of Human Resource Information Systems on Employee Performance

H2: Resonant Leadership Style Can Moderate the Influence of Human Resource Information System on Employee Performance

Result and Discussion

Background Analysis

Leadership is an applied science of social sciences because its principles and formulations are helpful in improving human welfare. Understanding the meaning of the definition from various perspectives is necessary as a first step in understanding and studying leadership and its problems. [1] States that leadership is influencing a group to achieve a goal. According to [2] States that leadership is providing constructive influence to others to carry out a cooperative effort to achieve a planned goal. Leadership is the ability to influence, move, and direct an action on a person or group for a specific purpose. [3]Leadership is very important in an organization because the leader is the one who will move and direct the organization in achieving its goals. At the same time, this is not easy because the leader must understand each subordinate's different behavior. Subordinates are influenced so that they give their devotion and participation to the organization effectively and efficiently. In other words, the success or failure of efforts to achieve organizational goals is determined by leadership quality.

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Validity Test

In using the innovative PLS 4.0 analysis tool, several things that must be considered include ensuring that each question thrown at the respondents, in this case, two hundred and fifty employees of the Zuri group hotel, is valid. To ensure it is valid or not, a validity test is needed. Based on this, here are the results of the validity test in this article [28]:

Table 1. Validity Test

Variable	Question Item	Loading Factor
Human Resource Information System (X)	A human resource information system can increase employee performance	**0.887**
	A human resource information system can make an employee's work easier	0.898
	A human resource information system can make employee targets more straightforward to achieve	0.923
	A human resource information system can make employees more effective and efficient in their work	0.934
Employee Performance (Y)	A Human Resource Information System can influence employee performance	0.944
	Resonant Leadership Style can influence employee performance	0.956
	Employee performance can increase if employee targets are achieved	0.962
	Employee performance can increase if work can be done more easily	0.966
Resonant Leadership Style (Z)	Resonant Leadership Style can affect Employee Performance	0.978
	Resonant Leadership Style can strengthen the influence of the Human Resource Information System on Employee Performance	0.987

Valid > 0.70

Reliability Test

Based on the above explanation, it can be concluded that the validity test results on the data used in this study are valid because the validity test value on the ten questions the researcher asked was above the minimum validity test value of 0.70. The next stage is to ensure that the variables used in this study are reliable, or not, by utilizing a reliability test. Based on this, here are the results of the reliability test in this article [29].

Table 2. Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Human Resource Information System	0.899	0.858	Reliable
Employee Performance	0.932	0.882	Reliable
Resonant Leadership Style	0.976	0.925	Reliable

Reliable > 0.70

Path Coefisien

The last stage that must be used in this study is the stage of proving the hypotheses used in this study, namely the Human Resource Information System variable can have a positive relationship

direction and significant influence on Employee Performance and the Resonant Leadership Style variable can moderate the impact of the Human Resource Information System variable on Employee Performance. Therefore, the following are the results of the Path Coefficient in this article. [30].

Table 3
Path Coefficient

	Variable	P-Values	Noted
Direct Influence	HRIS->EP	0.004	Accepted
Indirect Influence	RLS* HRIS->EP	0.000	Accepted

Accepted and Significant Level < 0.05

Based on the results of the third table, which functions as a proof table to ensure whether or not each hypothesis used in this study can be accepted. The hypothesis in this study includes that the Human Resource Information System variable can have a positive relationship direction and significant influence on Employee Performance, and the Resonant Leadership Style variable can strengthen the impact of the Human Resource Information System variable on Employee Performance. The results of the second row of the third table above show that the Human Resource Information System variable can have a positive relationship direction and significant influence on Employee Performance. This can be accepted because the P-values are positive and below the significance level of 0.05, namely 0.004. Based on these results, it can be concluded that the higher the Human Resource Information System, the higher the Employee Performance. In the next row, the Resonant Leadership Style variable can also moderate the influence of the Human Resource Information System variable on Employee Performance because the P-values are positive and below the significance level of 0.05, namely 0.000, more significant than the direct testing of 0.004. Thus, it can be concluded that this article's first and second hypotheses can be accepted.

Conclusion

Based on the results of the third table, which functions as a proof table to ensure whether or not each hypothesis used in this study can be accepted. The hypothesis in this study includes that the Human Resource Information System variable can have a positive relationship direction and significant influence on Employee Performance, and the Resonant Leadership Style variable can strengthen the impact of the Human Resource Information System variable on Employee Performance. The results of the second row of the third table above show that the Human Resource Information System variable can have a positive relationship direction and significant influence on Employee Performance. This can be accepted because the P-values are positive and below the significance level of 0.05, namely 0.004. Based on these results, it can be concluded that the higher the Human Resource Information System, the higher the Employee Performance. In the next row, the Resonant Leadership Style variable can also moderate the influence of the Human Resource Information System variable on Employee Performance because the P-values are positive and below the significance level of 0.05, namely 0.000, more significant than the direct testing of 0.004. Thus, it can be concluded that this article's first and second hypotheses can be accepted.

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