

# **INFLUENCE OF SELF-LEADERSHIP ON EMPLOYEE PERFORMANCE WITH WORK CULTURE AS MEDIATOR: STUDY AT TENUN IKAT INDUSTRIES IN KLUNGKUNG-BALI, INDONESIA**

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## **Abstract**

*The results of the weaving industry in Bali are very well known, both locally, nationally and internationally, but the development of weaving industry in Bali is not well developed. Many factors can affect the development of the industry, including capital, market access, human resources, and so forth. Human resources are a major factor in the activities of a business. The advancement of a business is determined by the human resources within the company, so that*

*this research focuses on the human resources (employees) associated with self-leadership, and employee work culture and its effect on the employee's performance. This research is supported by 100 employees from 50 weaving companies in Klungkung, specialized in doing work activities in their own homes. The number of samples in each company is done proportionally, while the determination of respondents in each company is done random. Data supporting this research is primary data in the form of perception data, then in process by using SmartPLS 3.0 program. The test results show that the work culture is a partial mediation influence of self-leadership on employee performance. This is shown from the direct influence of self-leadership on the work culture of leadership influence on employee performance, and the influence of work culture on significant employee performance.*

*Keywords: Self-leadership, work culture, employee performance, tenun ikat, Indonesia*

## INTRODUCTION

The products of ikat weaving industry in Bali are very famous, both locally, nationally, and even internationally, the industry is not well developed. Many factors can affect the development of the industry, including capital, market access, human resources, and so forth. Human resources play a very big role as a determinant of the progress of a business. Forward the retreat of a business is determined by the human resources / employees of the company. Employees who are expected to contribute to the progress of the company are employees who have strong self-leadership capability, strong work culture, and strong work motivation, and a sense of high job satisfaction.

Weaving business in Bali has existed since the royal era. This business is carried out for generations, where initially cultivated to meet personal needs, but gradually marketed. The production process at the beginning of its existence was done very simply, and it was only around the 1980s that the production process was done with more advanced technology ie non-machine loom (ATBM). Since then, weaving business began to wriggle and more cultivated economically. However, this effort is not able to produce maximally in fulfilling market requirement, this is because one of them is the ability of human resources that is still weak, especially in self-management, and weakness of work culture. This can inhibit woven workers performing well.

## LITERATURE REVIEW

### Self-leadership towards Working Culture

Self-leadership is a concept developed from the concept of leadership in general, where leadership is the process of influencing others to act in accordance with the goals set in an organization. While self-leadership is defined as the process of influencing oneself to act in accordance with the desired goals by the person concerned (Manz and Sims, 2001; Manz and Neck, 2004). Therefore, the concept of self-leadership in essence is not different from the concept of leadership in general, it's just the self-leadership of the object is an individual, while the leadership in general object is an organization or company.

Self-leadership at the core is the ability to enhance individual effectiveness through three strategies: behavior focus strategies, natural reward strategies, and constructive thought strategies (Alves, et al., 2006). Behavior focus strategies consist of five items: self-observation, self-goal setting, self-reward, self-punishment, and self-cueing. Natural rewards consist of only one item, while constructive thought strategies consist of three items: beliefs and assumption, self-talk, and self-image. Based on the items in each of these dimensions, the number of items for self-leadership becomes nine as used by Houghton J.D., Dawley, D. and DiLiello, T.C. (2012). Work culture is a slice of organizational culture. Organizational culture is a culture developed in conjunction with various activities within the organization, while working culture only focuses on employee attitude and behavior. Therefore, work culture is part of organizational culture. Work culture within an organization is strongly influenced by the leadership pattern of an organization. Leadership of a leader who has good self-leadership will support employee work culture to be good too. A number of studies have found that leadership styles affect the culture imposed in an organization. Carmali, et al. (2006) found that self-leadership showed a significant positive effect on employee's innovative work behavior. Rahmisyari (2015) in her research found that leadership had a significant positive effect on organizational culture. Self-leadership exhibits a significant positive impact on organizational culture (Park, et al., 2015).

Hypothesis 1. Self-leadership has a significant positive effect on work culture

### Self-leadership - Employee Performance

Self-leadership is a self-influencing process (Manz, 1986; Manz & Neck 2004). Employees with good self-leadership will perform well. Neck & Houghton (2006) explains that self-leadership is capable of producing high performance, either individually, team, or organization. The same thing is also said by Ozturk (2015), that self-leadership is an important factor in relation to employee performance.

Several previous studies have found that self-leadership contributes to performance. Neck & Manz (1992) in his research concluded that self-leadership (self-talk and mental imagery) positively significant effect on employee performance. DiLiello and Houghton (2006) found that individuals with self-leadership performed better than individuals without self-leadership. Similar results were found by Politis (2006), Konradt et al. (2009), Sahin (2011), Hauschildt & Konradt (2012), Warwer (2013), Ho & Nesbit (2014), Shad et al. (2015), Sahin (2015), Long et al. (2015), where self-leadership shows a significant positive effect on employee performance.

Hypothesis 2. Self-leadership has a significant positive effect on employee performance

### **Working Culture - Employee Performance**

Work culture is an important and vital factor in various organizations, because it can increase employee work productivity (Jason & Sudha, 2013). Work culture in addition to affecting employee job satisfaction, also able to affect employee performance (Mankar & Debre, 2014). Therefore every important organization has a strong work culture to maintain employee performance (Timane & Pendke, 2015). This is in line with Raverkar's (2016) explanation, that work culture has the potential to affect employee performance. According Darodjat (2015: 29) explained that a positive work culture can improve employee performance, otherwise negative work culture can hamper the effectiveness of employee work. This is in line with the explanation of Moeheriono (2012: 348) and Shikha & Paromoo (2013), that work culture is useful in improving employee performance. Bansal (2014), explained that the work culture is able to foster enthusiasm in employees to work better in achieving goals. According to Sivatte, et al. (2015), the need to introduce work culture in order to improve employee performance. A number of research results prove that the work culture is able to affect employees' performance significantly. Sinha et al. (2010) in research on employees of private companies in India found that work culture positively significant effect on employee performance. The results of Titisari (2012), on government employees also found that work culture showed a significant positive effect on employee performance. Arianto (2013), in his research on a woodcraft company found that work culture showed a significant positive effect on employee performance. Khattak et al. (2013), in his research on private and public college lecturers found that work culture showed a significant positive effect on the performance of lecturers. Similar results were also found by Khuzaeni et al. (2013), where the work culture applied to a service company in Jakarta shows a significant positive effect on employee performance. Similarly, the results of research conducted by Rahman (2013) on employees of the Office of Family Planning and Women Empowerment in Donggala District, where employee performance is positively

significantly influenced by employee work culture. This is also supported by a number of research results, such as Indraputra & Sutrisna (2013), Singh & Mehta (2013), Oredein & Akinriolu (2013), Ehimen et al. (2013), Idris (2014), Rismawati, et al. (2015), and Timane & Pendke (2015), who found that work culture showed a significant positive impact on employee performance.

Hypothesis 3. Work culture has a significant positive effect on employee performance

### **Self-leadership - Working Culture - Employee Performance**

Based on what has been described, where self-leadership can affect the work culture of an employee. Similarly, work culture can affect employee performance Sinha et al. (2010); Titisari(2012); Arianto(2013); Khattak et al.(2013); Khuzaeni et al.(2013); Rahman (2013); Indraputra & Sutrisna (2013); Singh & Mehta (2013); Oredein & Akinriolu (2013) ; Ehimen et al. (2013); Idris (2014); Rismawati et al. (2015); and Timane & Pendke (2015) who found that work culture showed a significant positive impact on employee performance. Referring to that, then the work culture can be seen as a factor that mediates the relationship of self-leadership to employee performance. Syafii et al. (2015) in his research found that the culture applied in a company can serve as a mediator of the relationship between leadership style and employee performance.

Hypothesis 4. Work culture role as a mediator of the relationship between self-leadership on employee performance

## **METHODOLOGY**

### **Sample Research**

This research is supported by 100 employees from 50 weaving companies in Klungkung. This research is specifically conducted on employees who do the activities of weaving work in his own home. Determination of the number of samples in each company is done proportionally, while the determination of research respondents conducted randomly.

### **Measurement**

Self-leadership in this study was modified from the research used by Houghton et al. (2012) which consists of six items. Work culture refers to Suparyadi (2015) which consists of two dimensions of attitude toward work and work behavior, with nine items. Employee performance, referring to Mathis and Jackson (2011) consisting of five items. All measurements use Likert

scale with scale 5, where scale 1 = strongly disagree, 2 = less agree, 3 = hesitate, 4 = agree, and 5 = strongly agree.

### Method of analysis

Analysis of research data is done by using SmartPLS 3.0 program. Testing is based on three stages consisting of an evaluation of the outer model, the evaluation of the inner model, and hypothesis testing at the 5% significance level. Evaluation of model measurement / outer model is done through convergent validity, discriminant validity, Cronbach's Alpha and composite reliability. Structural model testing is done R Square, Q-Square, and Goodness of Fit (GoF). Testing the validity of research data is based on convergent validity, where the loading factor coefficient ranges from 0.5-0.6 and significant (Chin, 1998). Discriminant validity test is viewed based on Average Variance Extracted (AVE) coefficient with value greater than 0.50 (Bagozzi & Yi, 1988). A collection of research data is said to be valid if the coefficient of Cronbach's Alpha and composite reliability is greater than 0.70 (Hair, et al., 2010).

## RESULTS AND DISCUSSION

### Testing validity, Reliability, and Fit Model

Based on data analysis through SmartPLS 3.0 program obtained the outer loading coefficient ranged from 0.586 up to 0.931 which means everything above 0.50. Validity test based on convergent validity indicates that all indicators used in the research model are valid, because it has fulfilled the requirement above 0.50. Judging from the Average Variance Extracted (AVE) coefficient, it has also fulfilled the validity requirement that AVE must be greater than 0.50.

Reliability test can be seen through Cronbach's Alpha coefficient and composite reliability. The results of the data analysis show that the Cronbach's Alpha coefficient shows a value between 0.818 - 0.912 and composite reliability shows a value between 0.874-0.928. Terms Cronbach's Alpha and Composite Reliability above 0.70 met, so the research data can be said reliable.

Table 1. Cronbach's Alpha, Composite Reliability, dan Average Variance Extracted (AVE)

Variable	Cronbach's Alpha	Composite Reliability	(AVE)
Self-leadership	0,912	0,928	0,590
Work Culture	0,895	0,916	0,553
Employee Performance	0,818	0,874	0,582

Testing of the strength or weakness influence of self-leadership, work culture on the performance of employees can be seen through the coefficient of R-Square ( $R^2$ ), Q-Square Predictive Relevance ( $Q^2$ ), and Goodness of Fit (GoF). Based on the result of data analysis, the value of  $R^2$  of Self-leadership to Work culture is 0,518, while  $R^2$  of self-leadership and work culture on employee performance is 0,753 as shown in Table 2. According to Cohen (1988),  $R^2$  value above 0.26 is strong .

Table 2. R-Square Effect of Self-leadership, Working Culture  
on Employee Performance

Variable	R-Square
Self-leadership	
Work Culture	0,518
Employee Performance	0,753

The test results give an indication that work culture is able to give more influence than just involving self-leadership only, it is shown that there is an increase of  $R^2$  coefficient from 0,518 to 0.753 after combined with work culture.

Testing the accuracy of the research model is done through Q-Square Predictive Relevance ( $Q^2$ ), and Goodness of Fit (GoF).  $Q^2$  is calculated by the following formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,518)(1 - 0,753)$$

$$Q^2 = 1 - [(0,482)(0,247)]$$

$$Q^2 = 1 - (0,119054)$$

$$Q^2 = 0,880946$$

Based on the criteria proposed by Chin (1998), the value of  $Q^2$  square of 0.880946 indicates that the model shows a linked relationship, where 88.90% of the model is able to predict the relationship between self-leadership, work culture, and employee performance. Meanwhile, when viewed based on Goodnes of Fit is calculated based on

$$\text{GoF} = \sqrt{(\text{AVE} \times R^2)}$$

$$\text{GoF} = \sqrt{[(0,590+0,553+0,582)/3]/3 \times [(0,518+0,753)/2]}$$

$$\text{GoF} = \sqrt{[(1,725/3) \times (1,271/2)]}$$

$$\text{GoF} = \sqrt{(0,575 \times 0,6355)}$$

$$\text{GoF} = \sqrt{(0,365413)}$$

$$\text{GoF} = 0,604494$$



These results suggest that based on Akter's criteria, et al. (2011) GoF above 0.36 is strong. Based on the criteria of validity testing, reliability, and accuracy of the model, it can be stated that the supporting data of this research is valid and reliable, and research model can be stated fit (feasible).

### Testing Effect of Self-leadership, Work Culture, Performance

The results of self-leadership influence test, work culture, and employee performance are shown in Table 3 and Figure 1.

Table 3. Effect of Self-leadership, Working Culture, on Employee Performance

Hubungan Antar Variabel	Effect	p-value	Remark
Self-leadership → Work Culture	0,719	0,000	Significant
Self-leadership → Employee Performance	0,397	0,000	Significant
Work Culture → Employee Performance	0,537	0,000	Significant
Self-leadership → Work Culture → Employee Performance	0,386	0,000	Significant

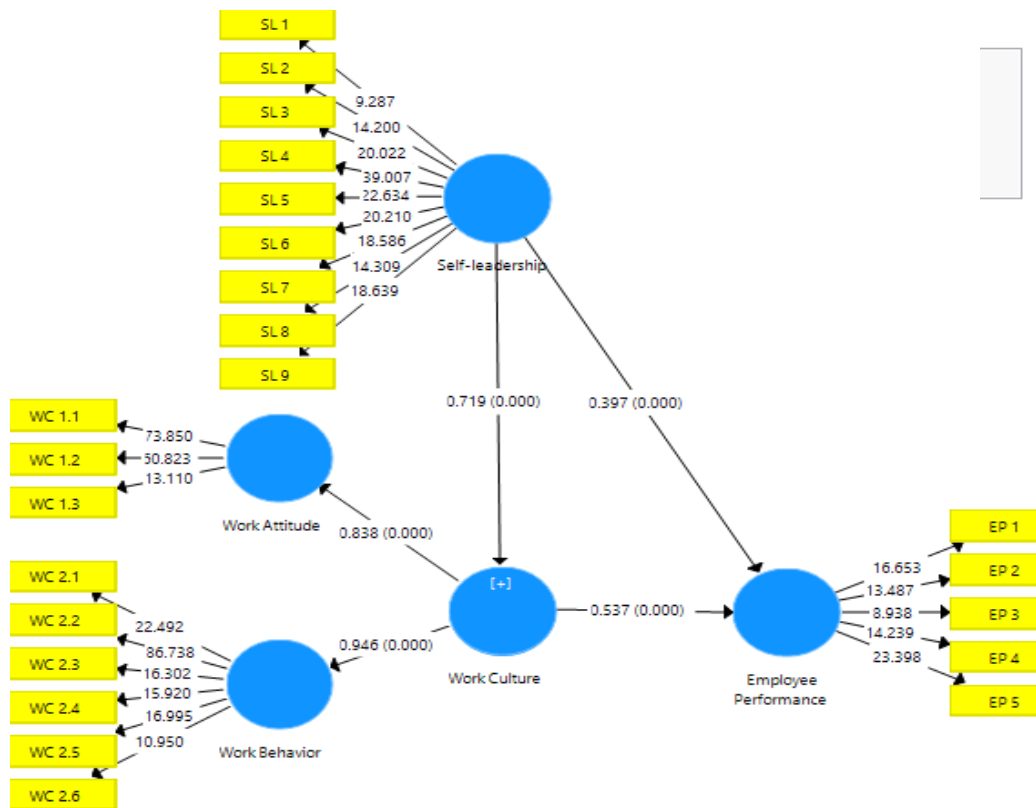
Based on Table 3 and Figure 1, it shows that self-leadership has an effect on employee performance positively significant. This implies that a stronger self-leadership ability of employees can significantly improve employee performance. The work culture also shows a significant positive effect on employee performance of woven ikat in Klungkung. The meaning is, that an increasingly strong work culture can improve employee performance significantly. In another part it also appears that self-leadership shows a significant positive impact on employee work culture. This illustrates that strong self-leadership is able to build a strong work culture also in the ikat employee in Klungkung. Thus the work culture can be viewed as mediating the relationship between self-leadership and partial employee performance. The results of this test show that all hypotheses (hypothesis 1, hypothesis 2, hypothesis 3, and hypothesis 4) can be proven.

Table 3 and Figure 1 also show that self-leadership gives the most dominant (almost twice as much) effect on work culture as compared to its direct effect on employee performance. Similarly, the effect of work culture on employee performance is much greater than the direct effect of work culture on employee performance. Based on this it can be stated that the role of work culture in mediating the relationship of self-leadership to employee performance is very big. The result of the analysis shows that job behavior which is the dimension of work culture is more dominant reflects employee work culture compared with employee work attitude. This reflects more dominant behavior compared to work attitude.



The results of this study confirm a number of previous research results stating that self-leadership can affect work culture positively significant. Similarly, confirm the results of research that states that self-leadership and work culture are able to affect employee performance positively significant.

Figure 1. The relationship between Self-leadership, Working Culture, and Employee Performance in Ikating Industry in Klungkung



## CONCLUSION AND RECOMMENDATIONS

The results of the study found that self-leadership had a significant positive effect on work culture. Meanwhile, work culture has a significant positive effect on employee performance. On the other hand, self-leadership shows a significant effect on employee performance. Thus, the work culture has a role as a partial mediator in the relationship of self-leadership to employee performance in the weaving industry in Klungkung. Work culture can increase the influence of self-leadership on employee performance. Therefore, in the implementation, corporate leaders need to encourage the strengthening of the ability of self-leadership and work culture in each employee to improve their performance. Strong self-leadership, and supported by a strong work culture as well, is expected to improve employee performance more optimal.

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## APPENDIX

Variable/Dimension	Item	Source
<b>Self-leadership</b>	I set the amount of work I need to finish.	Houghton J.D., Dawley, D. and DiLiello, T.C. (2012)
	I can always complete the assigned work.	
	I am able to complete the work within the stipulated deadline.	
	I always imagined that I would get the job done.	
	Sometimes I describe success in work before doing it.	
	When I get the job done I often give a gift for myself.	
	Sometimes I reflect on difficult situations in my work.	
	I believe I will be able to solve the problem well.	
	I always convince myself to be able to face difficult situations in work.	
<b>Work Culture</b>		Suparyadi, H. (2015)
Work Attitude	I really like my current job.	
	I do the job responsibly.	
	I am willing to sacrifice to finish my job.	

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Work Behavior	<p>I always obey company regulations.</p> <p>I always try my best to get the job done.</p> <p>I always try to find the best way to get the job done.</p> <p>I always help each other in solving work problems.</p> <p>I am very dependent on others in my work.</p> <p>I always help each other in overcoming work difficulties.</p>
<b>Employee Performance</b>	<p>I always finish the job in accordance with the number of company targets.</p> <p>I always finish my work in accordance with the company's quality standards.</p> <p>I always finish the job on time.</p> <p>I am always on time in starting a job.</p> <p>I always make good cooperation with my fellow workers.</p>

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