

Influence Of Individual Characteristics, Competencies, and Environment on Performance through Leadership Style as a Moderator Variable: Study on PT. Tigadaun Kapuas

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Abstract

This research aims to determine the causes of high turnover at the top and lower levels of leadership based on leadership performance, influenced by leadership styles derived from individual characteristics, competencies, and work environment stressors. Using a quantitative approach, the study analyzed data from 30 active leaders and 20 former employees of PT Tigadaun Kapuas, with a total sample size of 50 respondents. Moderated Regression Analysis (MRA) revealed that individual characteristics, competencies, and work environment significantly influence leadership performance, with leadership style acting as a potent moderating variable.

Keywords: Leadership Style, Individual Characteristics, Competence, Work Environment

Introduction

Human resource management (HRM) is integral to organizational success, focusing on managing human elements effectively to ensure job satisfaction and productivity (Mathis & Jackson, 2006). Leadership, as a core aspect of HRM, plays a critical role in shaping organizational performance, fostering growth, and achieving strategic goals (Sahadi et al., 2020). An organization's ability to thrive often depends on its leaders' capability to inspire, direct, and manage resources efficiently (Kartono, 1994). However, challenges such as high employee turnover and declining productivity often stem from misalignment between leadership styles and organizational needs (Sutrisno, 2015).

Despite advancements in HRM practices, many organizations, including PT Tigadaun Kapuas, struggle to adapt their leadership approaches to the unique individual characteristics, competencies, and environmental demands of their workforce (Putri Erawan & Sukartha, 2018). This misalignment not only hampers employee satisfaction but also adversely affects overall organizational performance (Mathis & Jackson, 2006). The situation is exacerbated in fast-evolving industries where dynamic leadership is paramount to addressing complex challenges (Ghozali, 2016).

This study seeks to address these critical gaps by investigating the interplay between individual characteristics, competencies, work environment, and performance, with leadership style as a moderating variable. By understanding these relationships, the research aims to provide actionable insights to enhance leadership effectiveness and organizational success.

Method

Research Design

This explanatory research adopts a quantitative approach to examine the relationships between individual characteristics, competencies, work environment, and performance, moderated by leadership style. Four variables were assessed: three independent variables (individual characteristics, competencies, work environment) and one moderating variable (leadership style) (Sugiyono, 2013).

Data Collection and Analysis

Data were collected through questionnaires distributed via Google Forms to 50 respondents, comprising 30 active and 20 former leaders. A Likert scale (1-6) measured responses (Priyatno, 2010). Data were analyzed using SPSS 26.0, employing regression analyses, including Moderated Regression Analysis (MRA), to test hypotheses (Ghozali, 2016).

Result and Discussion

Descriptive Analysis

Among the 50 respondents, 60% were active leaders, and 40% were former employees. Leadership levels showed a distribution of 40% upper-level and 60% lower-level leaders. Age demographics indicated that most upper-level leaders were aged 35-45 years, while lower-level leaders predominantly ranged from 25-35 years.

Statistical Findings

The study confirmed significant positive influences of individual characteristics, competencies, and work environment on performance. Leadership style amplified these effects as a moderator:

- **Individual Characteristics:** Directly influenced performance ($R^2=0.404$; $p<0.05$) (Kartono, 1994).
- **Competence:** Showed a stronger influence ($R^2=0.599$; $p<0.05$) (Putri Erawan & Sukartha, 2018).
- **Work Environment:** Had the most significant effect ($R^2=0.631$; $p<0.05$) (Sutrisno, 2015).
- **Leadership Style as Moderator:** Enhanced the relationships significantly, with R^2 values increasing by 12.8% to 35.5% across variables (Rivai, 2013).

These findings align with prior studies, affirming the critical role of leadership in shaping organizational performance.

Practical Implications

Organizations should prioritize aligning leadership development with individual characteristics and competencies, fostering supportive work environments. Leadership training programs and policies addressing external stressors are essential to enhance leader effectiveness.

Conclusion

The study concludes that individual characteristics, competencies, and work environment significantly influence leadership performance. Leadership style, as a moderator, strengthens these relationships, underscoring its importance in achieving organizational goals. Enhancing leadership qualities and addressing workplace challenges can mitigate turnover and drive productivity.

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