

## THE INFLUENCE OF RESONANT LEADERSHIP ON EMPLOYEE PERFORMANCE WITH WORK CULTURE AS A MODERATING VARIABLE

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### Abstract

This study is a quantitative study with an explanatory approach, namely an approach that uses a number of previous studies as a basis for argumentation and then varies to produce elements of novelty in the research being conducted. The data used in this article are primary data that researchers obtained from 500 Eraphone employees spread throughout Indonesia. The data were analyzed using the smart PLS 4.0 analysis tool. The result in this article show each hypothesis proposed in this article can be accepted. In the first hypothesis, it can be seen from the first row of the third table of the Path Coefficients above that it can be accepted because the P-Values are below the significance level of 0.05 and have a positive relationship direction and a significant influence on Employee Performance, namely 0.024. These results are because Resonant Leadership Style can provide comfort, increase employee enthusiasm in working, and so on so that it can have a significant effect on Employee Performance. In the second hypothesis, the results can be seen from the second row of the third table of the Path Coefficients above that the Work Culture variable can strengthen the influence of the Resonant Leadership variable on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.000. Thus, the first and second hypotheses in this article can be accepted and proven.

**Keywords:** Resonant Leadership, Employee Performance, Work Culture

### INTRODUCTION

Leadership is the ability and art of obtaining results through activities by influencing others in order to achieve predetermined goals (Yassin and Hasyim 2022). Meanwhile, according to Kartono in (Yulianti et al. 2022) leadership is the ability to provide constructive influence to others to carry out a cooperative effort to achieve planned goals. Leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in determining the achievement of goals set by the organization (Nuraeni et al. 2017).

Based on the description above, it can be concluded that Leadership is the ability to provide constructive influence to others in determining the achievement of goals set

by the organization. Factors that influence leadership according to (Selvia, Lian, and Sari 2020) include: 1) Power and authority Power and authority to act for a leader to move his subordinates to follow his will in achieving predetermined goals. 2) Authority and various advantages Authority and various advantages possessed by a leader so as to differentiate him from those he leads. With these advantages, other people obey and are willing to carry out the activities he wants. 3) Ability Ability is the overall power in the form of social skills and technical skills that exceed others.

(Susilowati 2021) states that there are five types of leadership that have their own characteristics, namely: a. Autocratic Type Autocratic leadership is a leader who has characteristics that are generally negative, has a great egotism so that it will distort reality and truth so that something subjective will be interpreted as reality and/or vice versa. This type of leadership will decide everything by himself, and has the assumption that his subordinates are not able to decide something. b. Paternalistic Type Paternalistic leadership is a leader who has the characteristics of combining negative and positive characteristics, the characteristics are: 1. Always being protective 2. Rarely giving subordinates the opportunity to make their own decisions. 3. Not giving subordinates the opportunity to take the initiative and develop their own imagination and creativity. 4. Often highlighting the attitude of knowing best. 5. Carrying out strict supervision. c. Charismatic Type The charismatic type of leadership has extraordinary energy, attraction and authority to influence others, so that others are willing to follow him without always being able to explain what caused that willingness. According to Max Webber, charismatic leaders are usually seen as people who have supernatural abilities or qualities and have special powers. This ability is not possessed by ordinary people because this ability comes from God, and based on this, a person is then considered a leader. Charismatic leaders have many ways to gain sympathy from their employees, namely by using a vision statement to instill goals and objectives in their employees, then communicating high performance expectations and believing by increasing self-confidence that subordinates can achieve them, then leaders provide examples through words and actions, and provide examples for their subordinates to imitate. d. Laissez Faire Type Laissez faire leadership is a leadership that likes to delegate authority to subordinates and prefers a situation where subordinates make decisions and the existence of the organization is more supportive. This leader does not like to take risks and tends to maintain the status quo. e. Democratic Type Democratic leadership is a leadership that always delegates its practical and realistic authority without losing organizational control and actively involves its subordinates in determining their own destiny through their participation in the decision-making process and treats subordinates as political, economic, social beings, and as individuals with characteristics and identities (Rakhmawati 2014). This leader is respected and honored and not feared because his behavior in organizational life encourages his

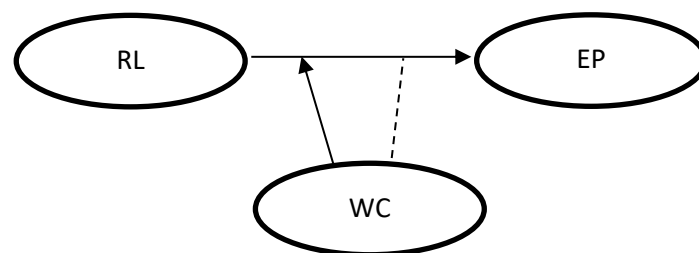
subordinates to grow and develop their innovation and creativity (Selvia, Lian, and Sari 2020).

In contrast to the explanation above, researchers use the type of Resonant Leadership which is believed to have a positive relationship direction and significant influence on Employee Performance (Sanjaya 2019). Resonant leadership is a leadership style in which leaders are able to move people in their group with full strength, passion, and assertiveness. Resonant leaders also have a fairly high sense of empathy. Resonant leaders align themselves with people, focus their attention on common reasons to build a sense of togetherness, and create a climate that can increase enthusiasm, energy, and desire to achieve common goals that have been set (Sumarjaya, M. B. dan Supartha 2017).

Research (Puspitasari and Nurtjahjanti 2015) shows that the variable Resonant Leadership Style can have a positive relationship direction and significant influence on Employee Performance. As a new variation of the research (Puspitasari and Nurtjahjanti 2015), this article adds the variable Work Culture as a moderating variable.

## METHODS

Figure 1  
Model



### Noted:

RL: Resonant Leadership

EP: Employee Performance

WC: Work Culture

From the hypothesis image above, it can be concluded that this study has a direction and purpose to analyze the influence of Resonant Leadership on Employee Performance. This study is in line with several previous studies, namely (Puspitasari and Nurtjahjanti 2015). Unlike the study (Puspitasari and Nurtjahjanti 2015), this study adds the Work Culture variable as a moderating variable (Sugiyono 2019). This study is a quantitative study with an explanatory approach, namely an approach that uses a number of previous studies as a basis for argumentation and then varies to produce elements of novelty in the research being conducted (Jonathan Sarwono 2016). The data used in this article are primary data that researchers obtained from 500 Eraphone employees spread throughout Indonesia (Abdurahman 2016). The data were analyzed

using the smart PLS 4.0 analysis tool with the hypothesis below (Baskoro and Badjuri 2023).

**Hypothesis:**

RL: The Influence of Resonant Leadership on Employee Performance

WC: Work Culture Can Moderates The Influence of Resonant Leadership on Employee Performance

**RESULT AND DISCUSSION**

**Background Analysis**

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### **Validity Test**

The explanation of the research methodology above can be concluded that quantitative research using an explanatory approach has several stages, namely validity testing, reliability testing, and path coefficients. The following are the results of the validity test in this article (Sarstedt et al. 2014):

**Table 1**  
Validity Test

| Variable                    | Question Item  | Loading Factor |
|-----------------------------|--|----------------|
| Resonant Leadership<br>(X)  | Resonant Leadership can make employees comfortable at work       | 0.852          |
|                             | Resonant Leadership can make employees loyal to the company      | 0.844          |
|                             | Resonant Leadership can make employees more enthusiastic at work | 0.839          |
|                             | Resonant Leadership can affect Employee Performance              | 0.857          |
| Employee Performance<br>(Y) | Employee Performance can be affected by employee loyalty         | 0.878          |
|                             | Employee Performance can be affected by Work Culture             | 0.899          |
|                             | Employee Performance can be affected by Resonant Leadership      | 0.895          |
|                             | Employee Performance can be affected by employee comfort at work | 0.905          |
| Work Culture<br>(Z)         | Work Culture can affect Employee Performance                     | 0.933          |
|                             | Work Culture can affect Resonant Leadership                      | 0.941          |

Significant Level > 0.70

**Reliability Test**

After passing the validity test stage and ensuring that the data used in this article is valid, obtained from 500 Eraphone employees spread throughout Indonesia. The next stage is the reliability test. Here are the results of the reliability test in this article (Ghozali 2016):

**Table 3**  
Reliability Test

| Variable | Composite Reliability | Cronbach Alfa | Noted |
|----------|-----------------------|---------------|-------|
|----------|-----------------------|---------------|-------|

|                      |       |       |          |
|----------------------|-------|-------|----------|
| Resonant Leadership  | 0.872 | 0.841 | Reliable |
| Employee Performance | 0.941 | 0.901 | Reliable |
| Work Culture         | 0.987 | 0.945 | Reliable |

Reliable > 0.70

### Path Coefisien

4 Question items from the Resonant Leadership variable, 4 question items from the Employee Performance variable, and 2 question items from the Work Culture variable have been collected and tested for validity with the results of all data used being valid. Likewise, the results of the reliability test for each variable can be stated as reliable. The last stage is the Path Coefficient, here are the results of the Path Coefficient in this article (Hair 2010):

**Table 3**  
Path Coefisien

|                           | Variable   | P-Values | Noted    |
|---------------------------|------------|----------|----------|
| <b>Direct influence</b>   | RL->EP     | 0.024    | Accepted |
| <b>Indirect Influence</b> | WC* RL->EP | 0.000    | Accepted |

Significant Level < 0.05

The results of the third table of Path Coefficients above show that each hypothesis proposed in this article can be accepted. In the first hypothesis, it can be seen from the first row of the third table of the Path Coefficients above that it can be accepted because the P-Values are below the significance level of 0.05 and have a positive relationship direction and a significant influence on Employee Performance, namely 0.024. These results are because Resonant Leadership Style can provide comfort, increase employee enthusiasm in working, and so on so that it can have a significant effect on Employee Performance. These results are in line with previous research, namely (Puspitasari and Nurtjahjanti 2015). In the second hypothesis, the results can be seen from the second row of the third table of the Path Coefficients above that the Work Culture variable can strengthen the influence of the Resonant Leadership variable on Employee Performance because the P-Values are positive and below the significance level of 0.05, namely 0.000. Thus, the first and second hypotheses in this article can be accepted and proven.

### CONCLUSION

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