

Transformational Leadership Style and Soft Skills Competencies to Employee Performance through Work Effectiveness

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Abstract

This study aims to determine how much influence transformational leadership style and soft skills competencies have on employee performance through work effects at PT Pegadaian Regional Office (Kanwil) VI Makassar. This research approach is quantitative. The population is all permanent employees of PT Pegadaian Kanwil VI Makassar 2, as many as 217 employees, with the technique of determining samples using solving so that a sample of 141 respondents was obtained. The data analysis method uses path analysis while processing data obtained through the dissemination of questionnaires using Smart PLS. Based on research, the result is that transformational leadership style and soft expertise competencies influence employee performance effectiveness. Soft competencies influence employee performance, while transformational leadership does not affect employee performance. Furthermore, transformational leadership and work effectiveness affect employee performance through work effectiveness.

Keywords

Transformational Leadership, Competence Skills Software, Work Effectiveness, and Employee Performance.

1. Introduction

Employee performance will directly impact the progress or setbacks obtained by the company. According to (Ilyas et al., 2022) that, performance is the result of work that can be achieved by a person or a group of people in the organization, according to their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not breaking the law and by morals and ethics. Therefore, every company will always strive to improve employee performance to achieve company goals and objectives within a predetermined period. Maximum employee performance will have an invaluable positive impact on the company.

Employee performance is inseparable from how effective employees do the work; employee performance is one factor that plays an essential role in organizational activities that need to be fostered and developed so that organizational goals can be achieved effectively. The effectiveness of employee performance is the completion of work on time by what has been determined. This means the implementation of the work is considered good or not, depending on the completion of the work. The importance of work effectiveness in achieving organizational goals is the key to the success of an organization. (Umar, Hasbi, et al., 2019) stated that work effectiveness is the optimal balance or approach to achieving human labor's goals, abilities, and utilization. If the implementation of the work done by the employee is better than set, then the employee is classified as an effective employee. Every leader is responsible for directing what

is good for their employees to achieve the organization's goals on target. Transformational leadership style is one factor that affects the effectiveness of work and the performance of employees. Various studies on transformational leadership have been conducted, such as (Umar, Hasbi, et al., 2019).

In addition to transformational leadership, soft-skill competence is also considered one-factor affecting work effectiveness and employee performance. Competence (soft skill) is what a person needs when in an organization. Soft skills competence plays a vital role because it concerns a person's basic ability to do a job. Without competence, a person will find it difficult to complete the work according to established standards. Therefore, competence is a critical determining factor for a person in producing a good performance. As with transformational leadership, there have been many studies showing the influence of soft skills on performance has a positive and significant influence, including (Setiawan et al., 2021), but in research conducted by (Sahid et al., 2020) found that soft proficiency has a positive but insignificant effect.

PT Pegadaian (Persero) is a State-Owned Enterprise (BUMN) or a credit institution managed by the government whose main activities are to distribute loan money based on pawn law. PT Pegadaian Kanwil VI Makassar also noted that in December 2018, active Pawnshop customers (including Sharia pawn shops) in the Capital of South Sulawesi were 1,059,209 customers. With a turnover of IDR.14.4 trillion and total assets of IDR. 5.1 trillion. Along with the development that continues to improve from the financial side, it does not always show good performance for employees as an important resource in managing its operational performance. It is proven that the level of employee performance that is fairly pursued aired in several divisions makes employees not feel comfortable completing their work and show ineffectiveness in work.

Based on the background, it is known that the performance of PT Pegadaian Kanwil VI Makassar employees still show problems related to the lack of optimal transformational leadership in encouraging work effectiveness and performance and soft skills competencies. So, the following problems can be formulated: how much direct influence transformational leadership style and soft proficiency competencies on performance and indirectly through work effectiveness at PT Pawnshop Kanwil VI Makassar.

2. Literature Review

According to Rivai & Mulyadi (2012), leadership involves involving others, the uneven distribution of power between leaders and group members, and driving abilities by using various forms of power to influence subordinate behavior and values. The alignment between the leadership and subordinates becomes strong so that it easily achieves the goals expected together. This is in line with the opinions expressed by (Setiawan et al., 2021). They stated that the effectiveness of work is the extent to which the organization achieves various goals (short-term) and goals (long-term) that have been set. The determination of goals and objectives reflects strategic constituents, subjective interests, appraiser, and stage of organizational growth. This is also supported by previous research that concluded transformational leadership's positive and significant influence on work effectiveness (Sahid et al., 2020).

Achieving good work effectiveness does not depend on a person's academic/intellectual ability, but the role of personal ability is also greatly influenced. As in interacting at work, there are always others who can be influenced, which shows soft skills competence. The nature of this soft proficiency competency is invisible and shows a direct reaction when interaction occurs. This is in line with (Yusriadi, 2021b) soft skills are personal and interpersonal behaviors that can develop and maximize a person's performance, such as non-technical abilities that do not appear but are very necessary effectiveness. Work as the ability to perform tasks in line with organizational goals, which with the competence of employees' soft skills will avoid tension in work. According to that effect as the ability to carry out tasks, functions (operation of program activities or missions) of an organization or the like that there is no pressure or tension between its implementations. It is also supported by previous research by (Mahrinasari et al., 2021; Mislia et al., 2021), which concluded the positive and significant influence of soft skills competencies on work effectiveness.

The proactive attitude of leaders in controlling their followers is one of the most powerful ways to encourage the performance of their employees properly, along with the increasing demands of subordinates in carrying out work activities, pushing leaders who can approach subordinates emotionally. Yusriadi, (2021a) define transformational leadership as a proactive behavior that increases attention to followers' common interests and helps followers achieve goals at the highest level. The better the transformational leadership style applied by the leadership will encourage improved employee performance. Employees who perform well will undoubtedly feel comfortable and happy with

their work; as stated by (Ahdan et al., 2019), performance describes feelings related to the soul, group spirit, excitement, and activities.

Productive performance is a level of achievement that shows high useful results. According to (Haris et al., 2021) performance is the result of work achieved by a person in carrying out his duties on skills, efforts, and opportunities. Achieving good performance is certainly supported by employees who can manage and manage themselves to the maximum. The role of soft skills competency determines the direction and movement of employees in carrying out their work, like interpersonal and intrapersonal ability is needed to build morale in work. This is in line with (Yusriadi & Misnawati, 2017) that soft skills are a person's skills in dealing with others (interpersonal skills) and skills in regulating themselves (intrapersonal skills) that can develop to the maximum performance (performance) of a person. This relationship is also supported by previous research (Yusriadi, bin Tahir, et al., 2020) that concluded soft skills competence's a positive and significant influence on performance.

Effectiveness in the scope of the organization or company is usually associated with the company's implementation of established programs or activities to advance and develop the organization or company (Rijal et al., 2019). Effectiveness is a basic element to achieve goals or objectives that have been determined in every organization, activity, or program. It is said to be effective if the goal or goal is achieved by what has been determined (Yusriadi, Awaluddin, et al., 2020). As Mahmudi in (H Tamsah & Yusriadi, 2022) stated, effectiveness is the relationship between output and goals, the greater the contribution (contribution) of output to the achievement of goals, the more effective the organization, program, or program or activity. The effectiveness of good work encourages maximum performance improvement; this is supported by previous research (Hasmin Tamsah et al., 2020), which suggests a positive and significant influence on work effectiveness on performance.

Based on the description above, it can be made a hypothesis proposed by the researcher as follows: H1: Transformational leadership style has a positive and significant effect on the effectiveness of the work of employees of PT Pegadaian Kanwil VI Makassar; H2: Soft proficiency competence has a positive and significant effect on the effectiveness of the work of employees of PT Pegadaian Kanwil VI Makassar; H3: Transformational leadership style has a positive and significant effect on the performance of PT Pegadaian Kanwil VI Makassar employees; H4: Soft proficiency competence has a positive and significant effect on the performance of PT Pegadaian Kanwil VI Makassar employees; H5: Work effectiveness has a positive and significant effect on the performance of employees of PT Pegadaian Kanwil VI Makassar; H6: Transformational leadership style has a positive and significant effect on performance through the effectiveness of the work of employees of PT Pegadaian Kanwil VI Makassar; H7: Soft proficiency competence has a positive and significant effect on performance through the effectiveness of the work of employees of PT Pegadaian Kanwil VI Makassar.

3. Methods

The population in this study is all employees of PT Pegadaian Region VI Makassar 2 has as many as 217 employees with a sample of 141. For male employees, 73 respondents, while for women, as many as 68 respondents. This study uses a causality design that shows a causality relationship between the variables studied (Misnawati et al., 2019). The approach used is the quantitative approach—sampling techniques using Simple random techniques using the solving formula. Data analysis techniques use path analysis with the help of the Smarts PLS computer program.

The indicators used from the transformational leadership style variables used in this study refer to Bass in (Gani et al., 2019), namely: 1) Ideal influence. 2) Inspirational motivation. 3) Intellectual stimulation. 4) Individual considerations. This study's soft proficiency competency variable using indicators refers to (Mustafa et al., 2020) view, namely: 1) Ability to communicate. 2) Organizational skills. 3) Ability to strive. 4) Ability to cooperate. 5) Attitude and morals. And Indicators of the effectiveness of work used in this study are: 1) Clarity of purpose, 2) Clarity of strategy. 3) Careful planning. 4) Effective implementation. 5) Supervision and control (Sukimi et al., 2019). According to (Umar, Madani, et al., 2019), the performance variables are five indicators: 1) Quality. 2) Quantity. 3) Punctuality. 4) Effectiveness. 5) Independence.

4. Results

The following are the results of hypothesis testing. The complete hypothesis of 2 paths (direct and indirect effect) as there are six accepted hypotheses and one rejected. The estimated results of the model can be seen in figure 1 below:

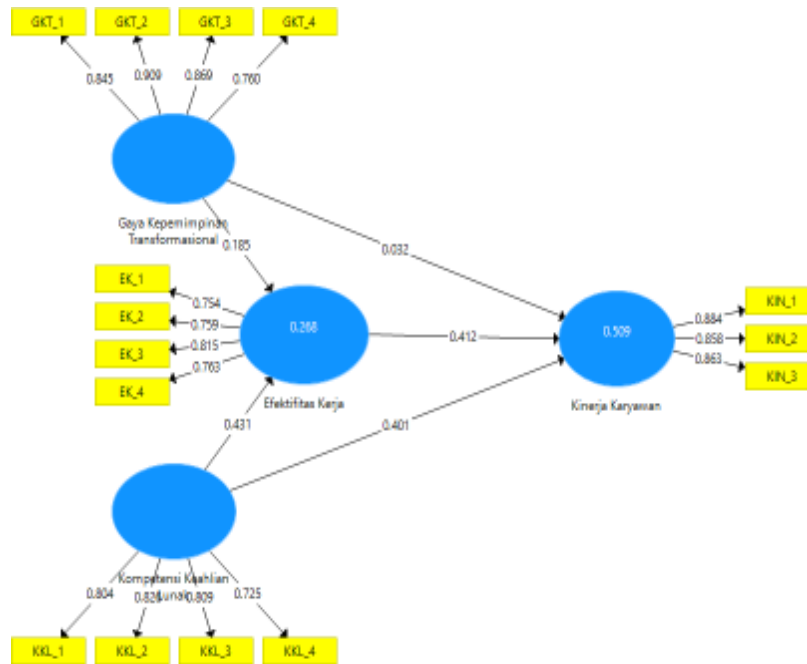


Figure 1. Results of research model estimates

Description: significant at $\alpha = 0.05$ (Figure 1)

Further interpretation of the table can be explained as follows in Table 1:

Table 1. Results of the estimated coefficient of regression of direct influence testing:

Types of Influences			Estimation	T Stats	P-value	Information
Transformational Leadership Style	→	Work Effectiveness	0,185	2,187	0,015	Significant
Soft Skills Competencies	→	Work Effectiveness	0,431	5,441	0,000	Significant
Transformational Leadership Style	→	Employee Performance	0,032	0,451	0,326	Insignificant
Soft Skills Competencies	→	Employee Performance	0,401	4,160	0,000	Significant
Work Effectiveness	→	Employee Performance	0,412	5,518	0,000	Significant

Source. Data processed (2021)

4.1 Direct influence

The free variables in this study are Transformational Leadership Style (X1) and Soft Skills Competency (X2). The mediation variable is Work Effectiveness (Y1). At the same time, the bound variable is Employee Performance (Y2). Based on table 1 can be explained the direct influence that this research model produces:

The direct effect of Transformational Leadership Style (X1) on Work Effectiveness (Y1); Transformational Leadership Style has a significant positive effect on Work Effectiveness. It means that the Transformational Leadership Style increases by 1 percent, then the Effectiveness of Work will increase by 0.185 percent.

The direct influence of Soft Skills Competency (X2) on Work Effectiveness (Y1); The competence of soft skills has a significant positive effect on Work Effectiveness. If soft skills competence increases by 1 percent, then Work Effectiveness will increase by 0.431 percent.

Transformational Leadership Style (X1) directly influences employee performance (Y2); Transformational Leadership Style does not affect Employee Performance. It means that transformational leadership styles do not affect employee performance.

The direct influence of soft skills competence (X2) on employee performance (Y2); Soft skills competence has a significant positive effect on employee performance. It means that the competence of software expertise increases by 1 percent, then Employee Performance will increase by 0.401 percent.

The direct effect of work effectiveness (Y1) on employee performance (Y2); It means that the effectiveness of work increases by 1 percent, then employee performance will increase by 0.412 percent (Table 2).

Table 2. Results of estimated regression coefficient of indirect influence testing

Independent variables	Intervening variables	Dependent variables	Coefficient	T-Statistics	P. Value	Information
Transformational Leadership Style (X1)	Work Effectiveness (Y1)	Employee Performance (Y2)	0,076	1,976	0,024	Significant
Soft Skills Competencies (X2)	Work Effectiveness (Y1)	Employee Performance (Y2)	0,178	3,632	0,000	Significant

Source. Data processed (2021)

4.2 Indirect influence

Based on table 2 can be explained the indirect influence of free variables on employee performance through work effectiveness; The indirect influence of Transformational Leadership Style (X1) on Employee performance (Y2) through Work Effectiveness (Y1) is significant with a T-Statistical value of 1.976 greater than 1.96 (t-statistic > 1.96) with a P-Value: 0.024 (P-value < 0.05). The indirect influence of Soft Skills Competency (X2) on employee performance (Y2) through Work Effectiveness (Y1) is significant with a T-Statistical value of 3,632 greater than 1.96 (T-Statistics > 196) with a P-Value value of 0.000 (P-Value < 0.05).

5. Discussion

5.1 The Effect of Transformational Leadership Styles on the effect of positivity

This study found that the empirically transformative leadership style proved to have a positive effect on the effect of work, with the trace coefficient values found between the two variables statistically significant. The direct contribution of this transformational leadership style variable to work effectiveness is relatively low. Still, its effect is significant, so the transformational leadership style is a good predictor of work effectiveness in the pawnshop office in Makassar. This study indicates that transformational leadership style variables can predict work effectiveness variables. In addition, the effectiveness of work in the context of this study is due to transformational leadership styles.

This study implies that it is proud to work with its leader and trusts the leader's capacity to overcome every problem. Leaders who can communicate high expectations convey a common vision attractively. Leaders who can improve subordinate intelligence to increase creativity and innovation, leaders who give personal attention and treat each subordinate individually as individuals with different needs, abilities, and aspirations, will be able to increase work effectiveness.

This research is also in line with the view that transformational leadership styles do not discriminate between employees and each other in assigning tasks. Leaders provide technical advice and advice about work to subordinates. Leaders provide information, instructions, solutions, and ideas about implementing work to employees. Leaders are fully responsible for the activities in the office and maintain good working relationships with each person. Its employees so that this can further guarantee work effectiveness for employees (Rahawarin et al., 2020).

5.2 Effect of soft skills competencies on work effectiveness

This study found that the competence of soft skills empirically proved to positively affect work effectiveness, with the value of the coefficient of pathways found between the two variables statistically significant. The direct contribution of this soft skill competency variable to work effectiveness is relatively large. Its effect is significant so that soft skill competence is a good predictor of work effectiveness in the future. This research indicates that soft skill competency variables can predict work effectiveness variables and that the effectiveness of work in this research is due to the competence of soft expertise.

This study implies 1) to express an opinion orally or in writing clearly and easily understood, 2) to be able to organize time well and manage the spirit of work, and 3) to be able to interact with others and adapt easily to it, can make decisions, and overcome various internal problems of the organization will be able to increase work effectiveness. The results of this study are also in line with the view that the role of soft skills employees is very important in building organizational strategies. The role of soft skills employees becomes important when excellent service is demonstrated by reliability and service commitment immediately, accurately, and satisfying consumers and customers.

5.3 The influence of transformational leadership styles on employee performance

This study found that transformational leadership styles empirically proved not to affect employee performance, so this study indicates that transformational leadership style variables cannot predict employee performance variables.

This study implies that they are very proud to work with their leader and trust the leader's capacity to overcome every problem. Leaders can communicate high expectations, convey a common vision attractively, and improve subordinate intelligence to increase creativity and innovation. Leaders who give personal attention and treat each subordinate individually as individuals with different needs, abilities, and aspirations have not been able to improve employee performance.

This research is in line with the research conducted by (Usman et al., 2020) that transformational leadership styles do not affect employee performance. The results of this study are different from research conducted (Zacharias et al., 2021) that the stronger the understanding and implementation of transformational leadership, the better the performance of employees.

5.4 The effect of soft skill competencies on employee performance

Soft expertise competence is a good predictor of employee performance in Makassar pawnshop offices. The direct contribution of this soft expertise competency variable to employee performance is relatively large, and its effect is significant. This study found that the competence of soft expertise empirically proved to positively affect employee performance, with the track coefficient value found between the two variables statistically significant. This study indicates that soft expertise competency variables can predict employee performance variables and employees' performance. This study implies that 1) leaders can express an opinion orally or in writing clearly and easily understood, 2) the leader can organize time well and manage morale at work, 3) the leader can interact with others and adapt quickly to them, 4) leader can make decisions and overcome various internal organizational problems and 5) leader will be able to improve employee performance.

This research is in line with the view that soft skill is a personal skill that is non-technical, intangible, and determines one's strengths so that one can communicate and cooperate with groups. This is needed by someone when in an organization because it concerns a person's basic ability to do a job to determine employee performance. The characteristics of unyielding, ability to cooperate, and ethics are seen to improve employee performance (Tamsan & Yusriadi, 2022). This research is also in line with the view that employees who communicate verbally and in writing can think creatively and logically, have the resilience to face pressure, and are skilled in organizing. Those who have a leadership spirit and can cooperate in a team and interpersonal manner will improve employee performance (Fatmawati et al., 2021).

5.5 Effect of work effectiveness on employee performance

This study found that the effectiveness of empirical work proved to have a positive effect on employee performance with the track coefficient value. The two variables were statistically significant, the direct contribution of this work effectiveness variable to employee performance is relatively large, and the effect is significant so that work effectiveness is a good predictor of employee performance in the Makassar pawnshop office. Some facts show that employee performance in the context of this study is due to work effectiveness. This study indicates that work effectiveness variables can predict employee performance variables.

The implication of this research is that being able to choose the right strategy for achieving work goals. Able to do important planning now and in the future. Effective work implementation is getting closer to the expected goal. This research is in line with the view that work effectiveness is considered as 1) setting clear organizational goals, 2) developing effective methods of monitoring plan operations, 3) knowing support and obstacles to overcome work

problems, 4) knowing the current situation to achieve success will be able to improve employee performance (Kasmiaty et al., 2021).

5.6 The influence of transformational leadership styles and soft skills competencies on employee performance through work effectiveness

This study shows that transformational leadership styles and soft expertise competencies empirically affect employee performance if mediated work effectiveness significantly. This study indicates that transformational leadership style variables can predict employee performance if mediated by work effectiveness.

The implications of this study that 1) the ability to choose the right strategy in achieving work goals, 2) carry out important planning today and in the future, 3) effective implementation of work on expected goals, 4) supervision and control in work, 5) to achieve good and responsible work results driven by transformative leadership styles will be able to improve employee performance in the form of increased satisfaction due to ability and skills work. Work capability due to maximum utilization of resources increased commitment to working and fully responsible independently for what is given.

6. Conclusion

Based on the results of research and discussion, the conclusion is obtained: Transformational Leadership Style and soft expertise competencies influence the effectiveness of employee performance and soft competence influences employee performance. In contrast, transformational leadership on employee performance does not affect employee performance. Furthermore, transformational leadership and work effectiveness affect employee performance through work effectiveness. This study implies 1) to express an opinion orally or in writing clearly and easily understood, 2) to be able to organize time well and manage the spirit of work, and 3) to be able to interact with others and adapt easily to it, can make decisions, and overcome various internal problems of the organization will be able to increase work effectiveness. The results of this study are also in line with the view that the role of soft skills employees is very important in building organizational strategies. The role of soft skills employees becomes important when excellent service is demonstrated by reliability and service commitment immediately, accurately, and satisfying consumers and customers.

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