

Harmony Leadership and Personality on Employee Performance at Ganesha University of Education

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ABSTRAK

Masalah yang sering dihadapi yaitu kinerja pegawai yang rendah. Tujuan penelitian ini yaitu menganalisis pengaruh kepemimpinan yang harmonis terhadap kinerja pegawai Undiksha, menganalisis pengaruh kepribadian terhadap kinerja pegawai Undiksha, dan menganalisis pengaruh bersama harmoni dan kepribadian kepemimpinan terhadap kinerja pegawai Undiksha. Jenis penelitian ini yaitu kuantitatif. Populasi dalam penelitian ini adalah pegawai berstatus Pegawai Negeri Sipil dan telah bekerja minimal 5 tahun di Undiksha yang berjumlah 240 orang. Penentuan sampel dalam penelitian mengacu pada formulasi slovin sehingga diperoleh 150 sampel. Pengumpulan data dalam penelitian ini dilakukan dengan cara mewawancarai pegawai Undiksha dan kuesioner tentang keharmonisan kepemimpinan, kepribadian dan kinerja pegawai Undiksha. Analisis data dilakukan dengan analisis regresi linier berganda. Hasil penelitian menunjukkan bahwa pertama, Harmony leadership berpengaruh positif dan signifikan terhadap kinerja pegawai Undiksha. Kedua, Kepribadian berpengaruh positif dan signifikan terhadap kinerja pegawai Undiksha. Ketiga, kepemimpinan dan kepribadian yang harmonis secara simultan berpengaruh positif dan signifikan terhadap kinerja pegawai Undiksha. Berdasarkan temuan tersebut, dapat disimpulkan bahwa terdapat hubungan yang signifikan antara kepemimpinan yang harmonis dan kepribadian terhadap kinerja pegawai Undiksha, baik secara terpisah maupun secara simultan. Dengan demikian, kedua faktor tersebut dapat dijadikan sebagai prediktor tingkat kinerja pegawai di Undiksha.

ABSTRACT

The problem that is often faced is low employee performance. The purposes of this study are to analyse the effect of harmonious leadership on the performance of Undiksha employees, analyse influence on the performance of Undiksha employees and analyse the mutual influence of harmony and leadership on the performance of Undiksha employees. This type of research is quantitative. The population in this study were employees with the status of Civil Servants who had worked for at least five years at Undiksha, amount 240 people. Determining the sample in the study refers to the slovin formulation so that 150 samples are obtained. Data collection in this study was conducted by interviewing Undiksha employees and questionnaires about the harmony of leadership, personality, and performance of Undiksha employees. Data analysis was performed by multiple linear regression analysis. The results showed that, first, Harmoni's leadership had a positive and significant effect on the performance of Undiksha employees. Second, personality has a positive and significant effect on the performance of Undiksha employees. Third, leadership and personality that are aligned simultaneously have a positive and significant impact on the performance of Undiksha employees. Based on these findings, it can be said that there is a significant relationship between harmonious leadership and the activities of Undiksha employees, both separately and simultaneously. Thus, the second factor can be used as an employee predictor of performance levels at Undiksha.

1. INTRODUCTION

The success of an organization/institution is strongly influenced by the quality of the performance of employees (Ilhami & Rimantho, 2017; Yanuar Mufti et al., 2019). Companies must be able to create conditions that can encourage and enable employees to develop and improve their abilities and skills optimally in order to obtain maximum performance (Andriyanti & Supartha, 2021; Hsu et al., 2011; Rahman & Prasetya, 2018). Ganesha University of Education is a state higher education institution that

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produces human resources in the field of education and non-education. Based on Undiksha's staffing data, currently Undiksha has 590 employees consisting of 241 civil servants, 330 contract employees and 22 retired employees.

Based on the qualifications and quantity of fulfillment of human resources at Undiksha, the performance of employees at Undiksha should be fairly high. In fact, the performance of employees at Undiksha is still relatively low. The results of observations showed several problems in various parts such as the public relations department which did not know detailed information so that it could not provide accurate information. In the student affairs section, there is a problem in selecting scholarship recipients which are often not on target. In the academic section, there was a problem with the service when filling out the study plan card. Based on the results of interviews with several students and lecturers as users of the work of employees, they showed dissatisfaction with employee performance such as cleanliness problems, IT services, and maintenance of class inventory. This happens because of several factors such as the style of employee personality characteristics and the leadership style that is applied.

A leadership style that is able to protect various individual personality characteristics in the work organization will produce a comfortable atmosphere so that it can encourage increased performance (Asbari et al., 2019; Nurdin et al., 2020; Purwanto et al., 2020). Leadership as a complex phenomenon requires a planned, orderly, sustainable and continuous process (Bavel et al., 2020; Harsan et al., 2020; Purwanto et al., 2020). Leadership is an interpersonal process that influences the activities of others in choosing and achieving goals (De Jong & Den Hartog, 2010; Tambunan & Nainggolan, 2013; Ulfathmi et al., 2021). Undiksha itself adheres to a harmonious leadership style. The approach applied in HR management at Ganesha University of Education (Undiksha) is the 'Harmony' Approach. The "Harmony" approach is the essence of the universal Hindu philosophy, namely Tri Hita Karana which means three guidelines for life in creating happiness which consist of harmony between humans and God (*parahyangan*), harmony between humans and humans (*pawongan*) and harmony between humans and environment (*palemahan*) (Jampel, 2021). Tri Hita Karana contains three aspects, namely *Parahyangan*, *Pawongan*, and *Palemahan* or can be interpreted as an effort to maintain a harmonious relationship with God, fellow humans, and the environment sequentially (Roth & Sedana, 2015; Sukarma, 2016).

Several relevant studies show the relationship between leadership and employee performance. Previous study found that leadership has a positive and significant effect on employee performance (Hafid, 2018; Indrawanto, 2021; Manunggal, 2020; Roy & Hengki, 2019). In addition to leadership style, individual characteristics in the form of personality also play a major role in the success of work or the resulting increase in performance. Personality is an individual characteristic that shows the tendency of his identity through thought, emotion and behaviour which is the product of the interaction between genetics and environmental influences (Lange, 2012; Letzring, 2008; Sya'baniah et al., 2019) Personality factors need attention related to individual enthusiasm and expectations to work innovatively, carry educational goals and be responsible for completing work (Aprilyanti, 2017; Chai & Kong, 2017; Leong & Rasli, 2014). Employees who have a good personality in their work have better performance than those who do not have a good personality (Amanda, 2020; Kanwal et al., 2019; Maya Damayanti & Wicaksana, 2021). So, a good personality possessed by employees will have a positive impact on employee performance. This statement is supported by the results of existing research.

In addition, several relevant studies show the relationship between personality and performance. Previous study mention that personality has a positive and significant effect on employee performance (Husaini et al., 2017; Koesmono, 2017; Rondo et al., 2018). The results of these studies indicate that in different research situations, personality positively and significantly consistently affects employee performance. Meanwhile, other previous study obtained different research results. The results of this study indicate that personality has no effect on employee performance (Anindita & Muafi., 2020; Ratnasari et al., 2020). The difference in the results of the study becomes the urgency of reviewing the influence of personality on employee performance.

Leadership and personality in the right combination can support employee performance. This is quite interesting as one of the urgent factors in improving employee performance. In addition to leadership and personality, there are actually other factors that affect employee performance such as motivation, job satisfaction, and others. However, leadership and personality factors can be said to be unique factors that are related to each other to produce optimal performance. Based on the description of performance and the factors and influence, it is deemed important to review employee performance problems along with their causal factors. This study examines the influence of harmony and personality leadership on employee performance. The purpose of this study was to analyse the effect of harmonious leadership and personality on employee performance at Ganesha University of Education.

2. METHODS

This research is a type of quantitative research. The research was conducted at Ganesha University of Education. The population in this study were employees with the status of Civil Servants and had worked for at least 5 years at the Ganesha University of Education, totalling 240 personnel. The number of samples in this study was determined by referring to the Slovin-formulation which was rounded up to 150 people. The data collection method in this study used a survey method with a questionnaire or questionnaire instrument. The survey method is a way of collecting data by distributing questionnaires or questionnaires containing a number of questions to all sample members. Based on the types and sources of existing data, the harmony leadership data, personality data and employee performance data were taken through a questionnaire. Observation guidelines were measured using a Likert scale model. Furthermore, to determine the validity of the content this study uses category classification as show in [Table 1](#).

Table 1. Category Content Validity Coefficient

KOEFISIEN	VALIDITAS
0,80 – 1,00	Very High Content validity
0,60 – 0,79	High Content validity
0,40 – 0,59	Medium Content validity
0,20 – 0,39	Low Content validity
0,00 – 0,10	Very Low Content validity

Data analysis in this study uses descriptive analysis which aims to describe respondents' responses to each item of the questionnaire statement. Then there is the classical assumption test which is carried out before testing and analysing the data with the help of the SPSS program. This classical assumption test consists of data normality test, autocorrelation test, heteroscedasticity test and multicollinearity test. The main analysis used in this research is multiple regression analysis with the help of SPSS 26.0 windows version. Hypothesis testing in this study was carried out with the T-test, F-test, and the coefficient of determination test (R²).

3. RESULTS AND DISCUSSIONS

Results

Data Normality Test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. The results of the normality test in this study are presented in [Table 2](#).

Table 2. Normality Test Results

Test Statistic	0.067
Asymp. Sig. (2-tailed)	0.097

Based on the data in [Table 2](#), it can be seen that the Test Statistic value is 0.067 with the Asymp value. Sig. (2-tailed) of 0.097 where this value is more than 0.05 which means the residual value is normally distributed.

Multicollinearity Test

This test aims to determine whether there is a relationship between one independent variable and another. A summary of the results of the multicollinearity test is presented in [Table 3](#).

Table 3. Summary of Multicollinearity Test Results

Model	Collinearity Statistics		Information
	Tolerance	VIF	
Harmony Leadership (X1)	0.600	1.665	Multicollinearity Free
Personality (X2)	0.600	1.665	Multicollinearity Free

Based on the data in [Table 3](#), it can be seen that all independent variables have a VIF value less than 10 and a tolerance value greater than 0.10, so it can be concluded that the model is free from multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to test the deviation of the classical assumption of heteroscedasticity, namely that there is an inequality of variance from the residual of one observation to another observation in the regression model. The results of the heteroscedasticity test in this study are presented in [Table 4](#).

Table 4. Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.153	1.415		0.815	0.416
Harmony Leadership (X1)	0.001	0.030	0.004	0.039	0.969
Personality (X2)	0.015	0.026	0.061	0.578	0.564

Based on the data in [Table 4](#), it can be seen that each independent variable is not statistically significant in influencing the dependent variable Absolute Residual value (Abs_RES1). All variables have a significance probability > 0.05, so it can be concluded that the regression model does not contain heteroscedasticity. Because the results of the assumption test show that the data are normally distributed, there are no symptoms of multicollinearity and no symptoms of heteroscedasticity, then the data is declared to meet the assumption test and hypothesis testing can be carried out.

Hypothesis Testing

Hypothesis testing is done by using multiple regression models. The dependent variable in this study is employee performance. The independent variables in this study, including: Harmony Leadership and Personality. The results of multiple regression analysis are presented in [Table 5](#).

Table 5. Recapitulation of Multiple Linear Regression Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	23.945	2.460		9.734	0.000
Harmony Leadership (X1)	0.534	0.053	0.657	10.107	0.000
Personality (X2)	0.130	0.044	0.190	2.924	0.004

Based on [Table 5](#), the calculation of multiple linear regression, the results of the regression equation are as follows.

$$Y = 23,945 + 0,534X_1 + 0,130X_2 + \varepsilon$$

Hypothesis Testing Individually (Partial t Test)

Testing the first hypothesis (H1) can be seen in [Table 5](#), the significance value of the Harmonious Leadership variable (X1) is 0.000 < 0.05, it can be stated that the X1 variable has an influence on Y. A positive t value indicates that the X1 variable has a direct relationship with Y. So it can be concluded that H1 is accepted, namely Harmonious Leadership (X1) has a positive and significant effect on Employee Performance (Y).

Testing the second hypothesis (H2) can be seen in [Table 5](#), the significance value of Personality (X2) is 0.004 < 0.05, it can be stated that the X2 variable has an influence on Y. A positive t value indicates that the X2 variable has a direct relationship with Y. So it can be concluded that H2 is accepted, namely Personality (X2) has a positive and significant effect on Employee Performance (Y).

Simultaneous Hypothesis Testing (F Test)

The F test basically shows how far the influence of the independent variable on the dependent variable is simultaneously (simultaneously). The test results can be seen in [table 6](#).

Table 6. Simultaneous Hypothesis Testing Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1635.278	2	817.639	123.280	0.000
	Residual	974.962	147	6.632		
	Total	2610.240	149			

From the [Table 6](#), it is known the value of sig. = 0.000 where the value is less than 0.05 so that H0 is rejected or in other words H3 is accepted, it can be concluded that there is a significant influence of Harmonious Leadership (X1) and Personality (X2) on Employee Performance (Y).

Coefficient of Determination

The coefficient of determination measures how far the model's ability to explain variations in the dependent variable is. The results of the analysis of the coefficient of determination are presented in the following [Table 7](#).

Table 7. Recapitulation of the Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.792	0.626	0.621	2.575

Based on the data in [Table 7](#), it can be seen that the R Square value is 0.783 which indicates that the variation of the Harmonious Leadership variable (X1) and Personality (X2) is only able to explain 62.6% of the variation in the Employee Performance variable (Y). The remaining 37.4% is influenced by other factors not examined in this study.

Discussion

Leadership is an interpersonal process that influences the activities of others in choosing and achieving goals. Harmonious Leadership (KH) is leadership developed from various modern leadership concepts and local wisdom leadership. The two concepts are crystallized in the concept of harmony which is inspired by the Tri Hita Karana philosophy. Tri hita karana contains three aspects, namely *prahyangan*, *pawongan*, and *palemahan*. *Prahyangan* is an effort to maintain a harmonious relationship between humans and God. *Pawongan* is an effort to maintain harmonious relations with fellow human beings. *Palemahan* is an effort to maintain a harmonious relationship with the natural environment ([Roth & Sedana, 2015; Sukarma, 2016](#)).

In terms of the *Prahyangan* aspect, Undiksha employees are required to show their best performance and always be professional in order to realize the ideals of the organization or institution. Truth and honesty are also things that must be held. Associated with the *parahyangan* aspect, Undiksha employees believe that God is the most important thing in helping every activity that is carried out. The implementation of the *Parahyangan* aspect is clearly shown through praying before the activity. Worship as a form of devotion to God is carried out in a number of places in the campus environment, both in daily life and on certain holy days, such as full moon and tilem. In addition, the employees also perform *tirta yatra*, namely praying to big temples in Bali. This activity is also to express gratitude for the gifts that have been bestowed.

The aspect of *pawongan* or harmonious relations between humans is very necessary in the world of work, including the campus world which has various programs as the foundation for realizing the vision. Especially at Undiksha, this harmonious relationship is interpreted with the concept of a work ethic which is reflected through an attitude of cooperation, fairness, and openness. Cooperation attitude is applied with the concept of *tat twam asi* which means I am you; you are me. This teaching is universal, indicated by the attitude of humanizing humans. By adhering to the concept of this teaching, as religious people, they will not treat their fellow believers arbitrarily or inhumanly, in this case, fellow Undiksha employees. The philosophy of *Segulik, Seguluk, Salunglung Seenantaka, Paras Paros Sarpanaya* is also a reflection of the attitude of cooperation. The meaning of this philosophy is joy and sorrow, please help, it's heavy to be carried, it's heavy to be carried. This philosophy is also a form of maintaining unity and

integrity, realizing an attitude of mutual cooperation, as well as the joys and sorrows of being together. In carrying out daily activities in the Undiksha staffing environment, this attitude is reflected through mutual need that creates positive and mutually beneficial interactions with each other. A real example that can be taken is in financial management. The role is not only taken by the finance department, but also must cooperate with the planning department, the Information and Communication Technology Technical Implementation Unit (UPT-TIK) for supporting data. Likewise, the implementation of various activities, such as graduation, university anniversary, including the Selection of Candidates for Civil Servants (CPNS) are prepared through collaboration of various sections.

An open attitude is shown by the freedom to express various views or opinions by the entire academic community, including employees. This openness is very important in order to avoid miscommunication, especially related to work and at the same time anticipate the emergence of problems. The *palemahan* aspect is a form of harmonious relationship between humans and the natural environment. This synergy is believed to be a source of happiness and prosperity for humans. Humans are very attached to various influences of the natural surroundings, and vice versa humans can also affect the natural surroundings. The situation that arises from this reciprocal relationship is referred to as a harmonious relationship between humans and their natural surroundings (Lilik & Mertayasa, 2019; Yuliandari & Sunariani, 2020). Harmony leadership is a leadership concept that embodies eclectic collaboration between spiritual dimensions which include truth, virtue and beauty, humanist which includes nurturing, gentle, prosperous, firm, proactive, open, firm and motivator, and ecological which includes purity of soul, intellectual self, caring earth, care for the sea, care for the forest, care for lakes and rivers. This conclusion suggests that harmonious leadership is a necessity in today's era. It is believed that harmonious leadership is very appropriate to be applied in the post-massification era of higher education. In other words, harmonious leadership can accelerate the achievement of vision, mission and goals, so that university excellence becomes a necessity

The results of this study are supported by several previous relevant studies showing the relationship between leadership and employee performance. Previous study stated that leadership has a positive and significant effect on employee performance (Hafid, 2018; Indrawanto, 2021; Manunggal, 2020; Roy & Hengki, 2019). The results of these studies indicate that in various settings and research contexts, leadership positively and significantly consistently affects employee performance.

Personality is an individual characteristic that shows the tendency of his identity. A person's personality is shown through thoughts, emotions, and behaviours which are the product of the interaction between genetics and environmental influences. Personality represents a person's characteristics that are noted for a fixed array of feelings, thoughts and behaviour. Individuals use the concept of personality based on three reasons, namely to convey a sense of stability and continuity between people, to convey a sense that what an individual does is the authenticity of their behaviour, and to convey a sense that the essence of an individual can be seen in a slightly different quality stand out.

In line with Undiksha's vision, which is to become a superior university based on the philosophy of Tri Hita Karana in Asia in 2045, Undiksha seeks to build superior personalities in its employees. So the policy direction in providing excellent service Undiksha employees are required to have openness (extroversion), hospitality (agreeableness), prudence (conscientiousness), emotional stability (emotional stability), and openness to experience (openness to experience) (Jampel, 2019). Previous study mention that personality has a positive and significant effect on employee performance (Husaini et al., 2017; Koesmono, 2017; Rondo et al., 2018). This is in line with the results of this study which states that personality has a positive and significant effect on employee performance. While other relevant research cannot confirm the role of the employee's personality in explaining their performance (Anindita & Muafi, 2020; Ratnasari et al., 2020). The results of previous relevant studies generally show similar results to this study, while several other studies have not been able to show the role of personality on employee performance. This can be caused by many factors of employee performance.

The suitability of the combination of leadership as an external factor and personality characteristics as an internal factor can be a driving force for improving employee performance. So far, there has been no study of the influence of leadership and personality simultaneously. The combination of these two factors in influencing performance is an important study material considering the relationship between the two. Ganesha University of Education (Undiksha) carries the vision of "Being a Superior University Based on the Tri Hita Karana Philosophy in Asia in 2045". This vision explicitly makes Tri Hita Karana a foothold in every activity. For Hindus, this philosophy is interpreted as a frame for maintaining attitudes in order to create a harmonious atmosphere. This is in line with the opinion of the Dormitory that universally humans are always looking for harmony (Yuliandari & Sunariani, 2020).

There are some implications of this study such as for further researcher, the results of this study are expected to be used as a literature review in conducting related research, and can be developed again

by using other variables that can affect employee performance. This research is still having weakness. The limitation of this study is leadership and personality factors in influencing employee performance because these two factors have a unique combination in improving performance.

4. CONCLUSION

Harmony leadership has a positive and significant effect on the performance of Undiksha employees. Personality has a positive and significant effect on the performance of Undiksha employees. Harmonious leadership and personality simultaneously have a positive and significant effect on the performance of Undiksha employees. The suggestions that can be given are as follows. For Undiksha Leaders, the results of this study are expected to be used as a basic reference in improving employee performance. There are several things that can be done to improve the quality of employee performance, namely by applying a better harmonious leadership pattern and paying attention to and developing the personality of the employee.

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