

Exploring the Impact of Transformative Leadership and Proactive Personality on Employee Performance: The Mediating Influence of Employee Engagement at PT. Bank BPD DIY Wonosari Branch

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Abstract

This study discusses the effect of transformational leadership and Proactive personality on employee performance of PT Bank BPD DIY Wonosari branch mediated by Employee Engagement. This research is explanatory research with a survey approach. The population in this study were 104 respondents who were employees of Bank BPD DIY Wonosari branch. The sampling technique used in sampling is non-probability (saturated sample) which means that the population in this study is entirely used as a sample. The method in this study uses the Structural Equation Modelling (SEM) method. Partial Least Square (PLS) software is used as data processing software to see the relationship formed in the research model. In this study, the results found that transformational leadership and proactive personality directly have a significant and positive effect on the performance of employees of PT Bank BPD DIY Wonosari branch. As for the indirect effect, the results show that transformational leadership and proactive personality have a significant and positive effect on employee performance. Indirectly, transformational leadership and proactive personality indirectly have a significant and positive effect on employee performance mediated by employee engagement of PT Bank BPD DIY Wonosari branch

Keywords: transformational leadership, proactive personality, employee performance, employee engagement.

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INTRODUCTION

Human resources are an important aspect in every company, and are the driving factor for the wheels of profit-oriented and non-profit companies (Rafia *et al.*, 2020). The success of a company in achieving its goals is highly dependent on the quality of the human resources involved in it, and company goals will not be achieved without the role of employees. Good employee performance determines the success of achieving company goals effectively and efficiently, and then has an impact on company performance (Rafia *et al.*, 2020).

Bank Pembangunan Daerah Istimewa Yogyakarta (BPD DIY) is one of the companies that care about employee performance. Bank PPD DIY is a Yogyakarta BUMD company engaged in banking. Currently, BPD DIY is focusing on improving digital services that allow customers to make various transactions, including cardless cash withdrawals at ATMs, online account opening, etc. The goal is to improve company performance. The goal is to improve the company's performance.

BPD DIY's performance showed a significant increase in the first quarter of 2023, with total lending reaching Rp.8.77 trillion (growing 4.90%) and total third-party funds reaching Rp.12.41 trillion. Bank DIY managed to collect a net profit of Rp.71.44 billion or an increase of 3.31%, while assets also increased by 4.38% to Rp.16.74 trillion (Nisaputra, 2023).

Bank BPD DIY has a service network spread throughout the Special Region of Yogyakarta Province. Bank BPD DIY has 7 branch offices, 20 sub-branch offices, cash offices, and payment points spread across the Yogyakarta area. Although in general the performance of BPD DIY is very good, but in order for the company to survive and be able to achieve success, the management must always maintain and improve its resources, including improving employee performance. This is because increasing employee performance will increase the productivity of the company as a whole.

The results of preliminary observations show that the overall employee performance at Bank BPD DIY Wonosari in 2020 and 2021, both in the credit and third party funds, has not yet reached the predetermined target. In the credit section, it was realized at 98.98%, and third party funds were only 75.50%. Meanwhile, in 2022, the percentage of third party fund achievements rose to 100.15%. However, the percentage of credit decreased to 96.60%. The observation shows that there are fluctuations in the individual performance achievements of the Credit section in 2022, where some employees have not achieved the predetermined targets. Every company wants its employees to work seriously according to their abilities in order to achieve good work

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results. Without good performance from all employees, success in achieving goals will be difficult to achieve (Kurniawan *et al.*, 2020).

Good or bad employee performance will not be separated from the role of leaders in the company. This is because leaders play a role in directing company goals, as well as motivating the behavior of their employees towards achieving goals (Manawan *et al.*, 2017). In the process of creating effective performance, the leadership style of a leader has a very crucial role (Rau *et al.*, 2023). Leadership style is a consistent pattern of behavior that characterizes a leader (Burhanudin & Kurniawan, 2020).

Al-Amin (2018) proved that transformational leaders facilitate employee performance and the achievement of their goals by using three key components, namely idealized influence that makes the leader a role model inspirational motivation to inspire confidence, motivation, and purpose in his followers, and intellectual stimulation that encourages innovation and creativity of his followers. There are inconsistent results on transformational leadership on employee performance. Pourbarkhordari *et al.* (2016), Al-Amin (2018), Meswantri & Awaludin (2018), Burhanudin & Kurniawan (2020), and Rau *et al.* (2023) prove that transformational leadership style has a positive and significant effect on employee performance. However, Rafia *et al.* (2020) found that transformational leadership style has no significant effect on employee performance.

Apart from transformational leadership, the variable that affects employee performance is proactive personality. Proactive people tend to maintain a strong sense of responsibility, seek opportunities for action, actively seek information and resources, and have a strong need to achieve and develop (Wisnu Pradana & Andriyani, 2021). Caniels *et al.* (2018) and Sukmajati & Suharnomo (2020) prove that proactive personality has a positive and significant effect on employee performance, because employees with proactive personalities tend to take the initiative to find ways to get their work done well. The faster in completing the work will maximize employee performance.

These two variables, namely transformational leadership and proactive personality, will improve employee performance if balanced with the involvement of the employees themselves. For transformational leadership variables, research conducted by Al-Amin (2018) shows that transformational leadership is positively related to the concept of follower attitudes and behaviors that overlap with the construction of employee engagement. Engaged employees achieve higher levels of satisfaction, commitment, staff support, innovation and creativity, as well as lower levels of turnover and absenteeism. So it can be concluded that transformational leadership has a significant effect on employee performance mediated by employee engagement. For proactive



personality variables, research conducted by Nuraini & Suryani (2020) explains that the effect of proactive personality on employee performance can be mediated by employee engagement in teachers at Unsyiah Laboratory High School and SMAN 10 Fajar Harapan Banda Aceh. However, based on the results of the literature study, no research has been found that analyzes the indirect effect of proactive personality on employee performance in banking companies through employee engagement variables.

LITERATURE REVIEW

Social Exchange Theory

Delamater & A. Ward (2013) define Social Exchange Theory as a social science theory that states that a social relationship has elements of rewards, sacrifices and benefits that can benefit both parties. Transformational leadership style encourages reciprocal relationships and two-way understanding between employees and management including resource exchange, commitment, and involvement in the work context (Al-Amin, 2018). Jiatong *et al.* (2022) explain that transformational leadership is influenced by various theoretical frameworks, such as Social Exchange Theory which focuses on two-way communication between leaders and followers to build mutual respect.

Employee Performance

Robbins & Judge (2018) reveal that performance is a measure of how well a person achieves optimal results according to his abilities. Meswantri & Awaludin (2018) state that employee performance is the value of a series of worker behaviors that contribute, either positively or negatively, to the achievement of organizational goals. Indicators of employee performance are Quality of Work, Attendance and Punctuality, Increased Customer Satisfaction, Service Level Agreement (SLA), Team Collaboration and Organizational Communication.

Employee Engagement

Robbins & Judge (2018) is the extent to which employees identify themselves with their work, actively participate in their tasks, and regard their performance as very important to personal well-being. Rafia *et al.* (2020) defines employee engagement as the level of employee commitment and involvement with the organization and its values. Indicators of employee engagement (Winasis *et al.*, 2021) include vigor, dedication, absorption.

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Transformational Leadership

According to Robbins & Judge (2017) is the ability of a leader to stimulate and inspire followers to achieve extraordinary goals. Meanwhile, Siswanti (2015) defines transformational leadership as a leadership style that involves efforts to change the organization (as opposed to leadership that aims to maintain the current state), and is believed to lead to superior performance in organizations that are facing pressure to change and innovate. Indicators of Transformational Leadership (Siswanti, 2015) include Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration.

Proactive Personality

Parker & Bindl (2017) explain that the concept of proactive behavior refers to self-managed and future-oriented actions in an organizational context, with the aim of improving and developing comprehensively. Buil *et al.* (2019) state that proactive personality refers to “a relatively stable tendency to influence environmental change”. Indicators of Proactive Personality (Bai *et al.*, 2022) include: Ability to take the initiative for constructive change, Ability to fix things that are not liked, Ability to fight for ideas and Excellence in identifying opportunities.

RELATIONSHIP BETWEEN VARIABLES

The Effect of Transformational Leadership on Employee Performance of Bank BPD DIY Wonosari Branch

Leaders who have a transformational style will provide individualized development and articulate a shared vision that convinces their subordinates, thus achieving unexpected results (Pourbarkhordari *et al.*, 2016). The transformational leadership style essentially encourages subordinates to achieve performance above the usual standards, which in turn can strengthen their confidence and have a positive impact on improving employee performance (Rau *et al.*, 2023). Pourbarkhordari *et al.* (2016), Al-Amin (2018), Meswantri & Awaludin (2018), Burhanudin & Kurniawan (2020), and Rau *et al.* (2023) prove that transformational leadership style has a positive and significant effect on employee performance. However, Rafia *et al.* (2020) found that transformational leadership style has no significant effect on employee performance.

H₁: Transformational leadership has a positive and significant effect on employee performance.



Effect of Proactive Personality on Employee Performance of Bank BPD DIY Wonosari Branch

Sukmajati & Suharnomo (2020) state that a proactive personality can encourage someone to develop themselves more than others, so that their performance will be much higher than other individuals. Saban (2022) explains that employees who have a proactive personality tend to have the creativity to find opportunities that can benefit the company and its performance. Sukmajati & Suharnomo (2020), Anugrahito & Muafi (2020), and Saban (2022) prove that proactive personality has a positive and significant effect on employee performance, because employees with proactive personalities tend to take the initiative to find ways to get their work done well.

H₂: Proactive personality has a positive and significant effect on employee performance.

The Effect of Transformational Leadership on Employee Performance of Bank BPD DIY Wonosari Branch Through Employee Engagement as a Mediating Variable

Pourbarkhordari *et al.* (2016) state that employee involvement in the company allows employees to actively participate in important decisions and encourage innovation (Al-Amin, 2018). Pourbarkhordari *et al.* (2016), Al-Amin (2018), Meswantri & Awaludin (2018), and Rafia *et al.* (2020) found that employee engagement has a positive and significant effect on employee performance. Furthermore, the level of employee engagement is positively related to improving employee performance. Pourbarkhordari *et al.* (2016), Al-Amin (2018), Meswantri & Awaludin (2018), and Rafia *et al.* (2020) proved the relationship between transformational leadership behavior and employee engagement which in turn positively improves employee performance. That is, engagement mediates the effect of transformational leadership on employee performance.

H₃: Transformational leadership has a positive and significant effect on employee performance through employee engagement as a mediating variable.

The Effect of Proactive Personality on Employee Performance of Bank BPD DIY Wonosari Branch Through Employee Engagement as a Mediating Variable.

Employees who feel involved with their work tend to be more committed, passionate, and take initiative in performing their tasks (Al-Amin, 2018). They are also more likely to take the initiative to improve performance and achieve organizational goals (Nuraini & Suryani, 2020). Pourbarkhordari *et al.* (2016), Al-Amin (2018), Meswantri & Awaludin (2018), and Rafia *et al.* (2020) found that employee engagement has a positive

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and significant effect on employee performance. On the other hand, proactive personality is positively correlated with employee engagement. Caniëls *et al.* (2018) and Young *et al.* (2018) found that proactive personality has a significant effect on employee engagement. Nuraini & Suryani (2020) proved the relationship between proactive personality and employee engagement, which in turn positively improves employee performance. That is, engagement mediates the effect of transformational leadership on employee performance. The mediating effect implies that employees with proactive personalities tend to be more emotionally engaged and committed to their work.

H₄: Proactive personality has a positive and significant effect on employee performance through employee engagement as a mediating variable.

Conceptual Framework

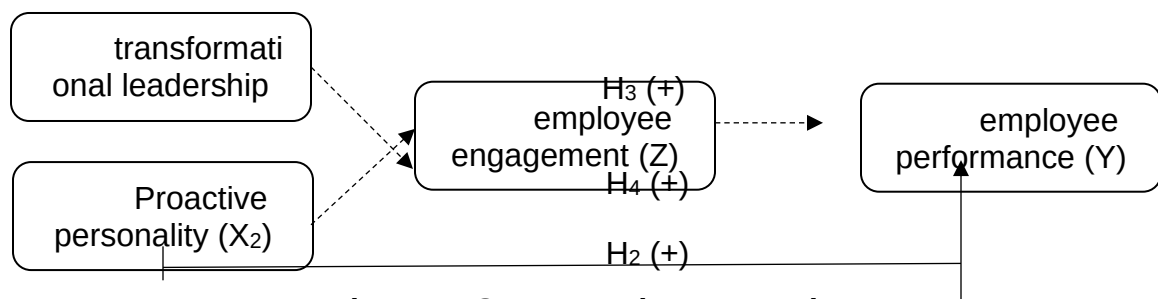


Figure 1. Conceptual Framework

Research Design

This research is explanatory research with a survey approach. Based on the research objectives, this research is research for hypothesis testing. The object of this research is employees of Bank BPD DIY Wonosari Branch. The research was conducted from September 2023 to December 2023. Non-probability technique (saturated sample) was used to take the sample. Saturated sample is a technique that utilizes all members of the population as a research sample, the total population is 104 employees.

The research variables used are; Transformational Leadership (X1), Proactive Personality (X2), Employee Engagement (Z), and Employee Performance (Y). The analysis technique used is descriptive analysis, which aims to describe the characteristics of respondents and respondents' perceptions of research variables, as well as quantitative analysis with the Structural Equation Modeling (SEM) method using Partial Least Square (PLS) software to see the relationships formed in the research model.

The measurement scale used in this study is a Likert scale, which is a five-level Likert scale from the questionnaire distributed by the researcher. The interval of the Likert scale score is 0.8. The research instrument uses two stages, namely the outer model test (validity test and reliability test) and the inner model test (R2 test, f2 test, direct effect and indirect effect).

DISCUSSION

Descriptive analysis

Descriptive analysis aims to describe or summarize data statistically so that it can provide a better understanding of the characteristics of the data observed. Researchers divide descriptive analysis into two, namely descriptive analysis based on respondents and descriptive analysis based on respondents.

Based on respondents, researchers divide into gender, age of respondents, position / position and tenure. From the research results, the following results were obtained:

- Based on the gender of the respondents out of 104 respondents, 51.92% of respondents were dominated by female employees.
- Based on the age of the respondents out of 104 respondents, 52.88% of respondents were dominated by employees aged 31 - 38 years.
- Based on the position / position of respondents out of 104 respondents, officers and tellers dominated the respondents as much as 27.88% each.
- Based on the tenure of respondents out of 104 respondents, 34.62% were dominated by respondents with a tenure of 11 - 15 years.

Based on variables, researchers divide based on the variables studied. From the research results, the following results were obtained:

Table 1. Descriptive analysis - Variable studied

Variable	Mean	Description
Transformational Leadership (X_1)	3,97	High
Proactive Personality (X_2)	3,79	High
Employee Engagement (Z)	3,89	High
Employee Performance (Y)	3,88	High

Source: Data processed (2024)



In table 1, the results show that all the variables studied are of high value. Which means that respondents understand the questionnaire that the researcher gave and employees feel that they have carried out their duties based on the statements that the researcher has put forward in the questionnaire.

Quantitative Analysis - Structural Equation Model

This research applies quantitative analysis using a structural equation model using the partial least square (PLS) method. The research analysis process is carried out in two main stages, namely the outer model stage and the inner model stage, using the SmartPLS application. With the following results:

1. Outer Model Stage. Outer model is part of structural equation modeling (SEM) which involves measurements or indicators used to represent constructs or variables in the model. The outer model consists of two main components, namely validity and reliability analysis.
 - a. Validity Test - Average variance extracted (AVE). According to Hair et al. (2022), the validity test refers to evaluating how well the constructs measured by the indicators are acceptable or valid. AVE is used to test the causal relationship between latent variables and to measure the fit of the model while confirming the fit of the model to the collected data (Hair et al., 2022). According to Fornell & Larcker (1981), the criteria for the validity of Average Variance Extracted (AVE) are met if $AVE > 0.5$. The results obtained are as follows:

Table 2. Average variance extracted (AVE) value

Variable	AVE	Description
TL (X1)	0.662	Valid
PP (X2)	0.618	Valid
EE (Z)	0.653	Valid
EP (Y)	0.627	Valid

Source: Data processed (2024)

Based on the average variance extracted (AVE) value, the results show that the AVE value is > 0.5 , which indicates that this research data can be considered valid (Fornell & Larcker, 1981).

- b. Reliability Test. Reliability test refers to an evaluation of how consistent and reliable a measuring instrument or instrument is in measuring the variable or construct under



study (Hair et al., 2022). Reliability measurement consists of two parts, namely composite reliability and Cronbach's alpha. The results obtained are as follows:

Table 3 Composite reliability value

Variable	Composite reliability	Description
TL (X1)	0.979	Reliable
PP (X2)	0.951	Reliable
EE (Z)	0.957	Reliable
EP (Y)	0.974	Reliable

Source: Data processed (2024)

Based on the table, the results show that the composite reliability value is more than 0.7 and the Cronbach's Alpha value is more than 0.7 (Hair et al., 2022), indicating that the data in this study can be considered reliable.

2. Inner model stage. The inner model in the context of Partial Least Squares Structural Equation Modeling (PLS-SEM) describes the relationship between latent variables or constructs in the analysis model. The inner model stage includes the R Square test, f^2 test and hypothesis testing.
 - a. R Square is a measure used in Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate how well the model developed is able to explain variations in the dependent variable (Hair et al., 2022). The R Square value in this study is as follows:

Table 4. R Square Value

Indicator	R Square	R Square Adjusted
EP (Y)	0.893	0.890

Source: Data processed (2024)

Based on the R Square value, the results show that employee performance (Y) has an R Square value of 0.893 or 89.3%. This shows that 89.3% of the variation in the employee performance variable (Y) can be explained by the variables contained in this study, namely transformational leadership (X1) and proactive personality (X2). The remaining 10.7% of other variations may be influenced by other factors not included in this model.

- b. The f^2 value is a measure of the effect of latent variables on endogenous variables in a model. The f^2 value provides an indication of how much the latent variable



affects the endogenous variable associated with it (Cohen, 1988). According to Cohen (1988), the amount of f^2 is categorized into three, among others:

- The f^2 value of 0.02 - 0.14 is categorized as having a weak influence.
- The f^2 value of 0.15 - 0.34 is categorized as having a moderate influence.
- Values above 0,35 are categorized as having a strong influence.

Based on the research conducted, the following results were obtained:

Table 5. f^2 Test

	TL (X1)	PP (X2)	EE (Z)	EP (Y)
TL (X1)				0.224
PP (X2)				0.167
EE (Z)				
EP (Y)				

Source: Data processed (2024)

Based on the results of the test, the results show that the transformational leadership variable (TL_X1) and the proactive personality variable (PP_X2) have a moderate effect on employee performance (EP_Y) of 0.224 and 0.167, respectively. This shows that transformational leadership and proactive personality have a moderate effect on employee performance.

- c. Partial test (hypothesis) Partial test is used to evaluate how much each independent variable contributes to the dependent variable, by controlling the effects of other variables in the model. The results are as follows:

Table 6. Direct effect and Indirect Effect

Hipotesis	Orig	P Values	Result
TL (X1) -> EP (Y)	0.391	0.000	H1 accepted
PP (X2) -> EP (Y)	0.307	0.003	H2 accepted
TL (X1) -> EE (Z) -> EP (Y)	0.158	0.022	H3 accepted
PP (X2) -> EE (Z) -> EP (Y)	0.128	0.031	H4 accepted

Source: Data processed (2024)

Based on table 6, it is found that all hypotheses are accepted because the P Value value is smaller than the significance value of 0.05 or 5%. The Original value is positive, which means that an increase in the variable will increase the value of variable Y both without mediation and using mediation.



DISCUSSION OF THE RELATIONSHIP BETWEEN VARIABLES

1. The effect of leadership transformation on employee performance of Bank BPD DIY Wonosari Branch.

Based on the results of the research above, it is known that transformation leadership (X1) has a significant positive effect on employee performance (Y) Bank BPD DIY Wonosari branch. Transformational leadership is a leadership style that includes a leader's ability to stimulate and inspire followers to achieve extraordinary goals (Robbins & Judge, 2017). This leadership style encourages subordinates to achieve performance above ordinary standards, which can increase their confidence and contribute positively to improving employee performance (Rau *et al.*, 2023).

Leaders at Bank BPD DIY Wonosari Branch have fully implemented transformational leadership to their employees. This can be seen from employees who follow the directions of their leaders. The superiors set an example by attending meetings on time, never arriving late, and leaving last to check the reports of their subordinates. They also pay more attention to employees when they experience work problems. These leaders set a good example and motivate employees to work in accordance with SOPs, and correct employee mistakes without showing emotion..

This statement is in line with research conducted by Pourbarkhordari *et al.* (2016), Al-Amin (2018), Meswantri & Awaludin (2018), Burhanudin & Kurniawan (2020), Rau *et al.* (2023) and Kurniawan *et al.* (2020) which states that transformational leadership style has a significant and positive effect on employee performance. This study rejects research conducted by Rafia *et al.* (2020) which states that transformational leadership style has no effect on employee performance.

2. The effect of proactive personality on employee performance of Bank BPD DIY Wonosari Branch.

Based on the results of the research above, it can be seen that proactive personality has a significant positive effect on employee performance at Bank BPD DIY Wonosari branch. Proactive personality refers to a person's ability to take future-oriented initiative actions in an organizational context (Parker & Bindl, 2017). This can encourage individuals to further develop themselves and significantly improve their performance compared to other coworkers (Sukmajati & Suharnomo, 2020).

At Bank BPD DIY Wonosari Branch, all employees are actively involved in following positive changes in the workplace. They have the initiative to convey ideas both in meetings and when facing challenges in carrying out tasks, such as file management. Employees can do so because they are given the freedom to explore



in their roles. In addition, employees of Bank BPD DIY Wonosari Branch also provide optimal service to their customers. This active activity in providing services has an impact on their performance appraisal.

This statement is in accordance with research conducted by Sukmajati & Suharnomo (2020), Anugrahito & Muafi (2020), and Saban (2022) which shows that proactive personality has a significant and positive effect on employee performance. Employees who have a proactive personality tend to take the initiative in finding solutions to complete their tasks well. This study rejects research conducted by Juliati & Lukiyana (2021) which states that proactive personality has no effect on employee performance.

3. The effect of transformational leadership on employee performance mediated by employee engagement at Bank BPD DIY Wonosari Branch.

Based on the results of the above research, it is known that transformational leadership has a significant positive effect on employee performance, which is mediated by the level of employee involvement at Bank BPD DIY Wonosari Branch. The transformational leadership style encourages subordinates to achieve performance above the usual standards, which can strengthen their confidence and have a positive impact on improving employee performance (Rau *et al.*, 2023).

Leaders at Bank BPD DIY Wonosari Branch have implemented a transformational leadership style among their employees, which is mediated through the level of employee engagement to improve their performance. This can be seen when leaders ask employees to contribute with ideas during meetings. Through this employee engagement, leaders can evaluate their performance. The more actively employees participate in providing ideas and ideas, the higher their performance assessment will be.

This statement is in accordance with research conducted by Pourbarkhordari *et al.* (2016), Al-Amin (2018), Meswantri & Awaludin (2018), and Rafia *et al.* (2020), which show that transformational leadership has a significant and positive effect on employee performance mediated by employee engagement. This study rejects research conducted by Affandi & Guspul (2023) which states that work engagement is not an intervening variable for the influence of transformational leadership on employee performance.

4. The effect of proactive personality on employee performance mediated by employee engagement of Bank BPD DIY Wonosari Branch.



Proactive personality can encourage individuals to develop themselves more than others, which has the potential to significantly improve their performance (Sukmajati & Suharnomo, 2020). When proactive personality is mediated by employee engagement, this can optimize their performance. Employees who feel engaged in their work tend to be more committed, passionate, and active in completing their tasks (Al-Amin, 2018). With high engagement, employees have a greater commitment to completing their tasks well, which has a positive impact on their performance.

Employees at Bank BPD DIY Wonosari Branch have been active in completing tasks assigned by superiors by participating directly in the implementation of their work. They play an active role by providing ideas and ideas that they have informed to their superiors, and are responsible for the implementation of these ideas. Superiors evaluate their performance based on their level of proactivity and responsibility for the ideas they propose. Therefore, it can be concluded that the higher the proactive personality of employees, which is also followed by a good level of engagement, will improve their performance.

This statement is in accordance with research conducted by Nuraini & Suryani (2020) which states that proactive personality has a significant positive effect on employee performance mediated by employee engagement.

CONCLUSION

Based on the results of data analysis that has been carried out, the following research results are obtained:

1. Transformational leadership directly has a significant and positive effect on employee performance at Bank BPD DIY Wonosari Branch.
2. Directly proactive personality has a significant and positive effect on employee performance at Bank BPD DIY Wonosari Branch.
3. Indirectly, transformational leadership has a significant and positive effect on employee performance through employee engagement as a mediating variable at Bank BPD DIY Wonosari Branch.
4. Indirectly, proactive personality has a significant and positive effect on employee performance through employee engagement as a mediating variable at Bank BPD DIY Wonosari Branch.



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