



The Effect Of Transformational Leadership And Green Human Resources Management On Competitive Advantage Mediated By Self-Efficacy And Employee Loyalty

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ABSTRACT

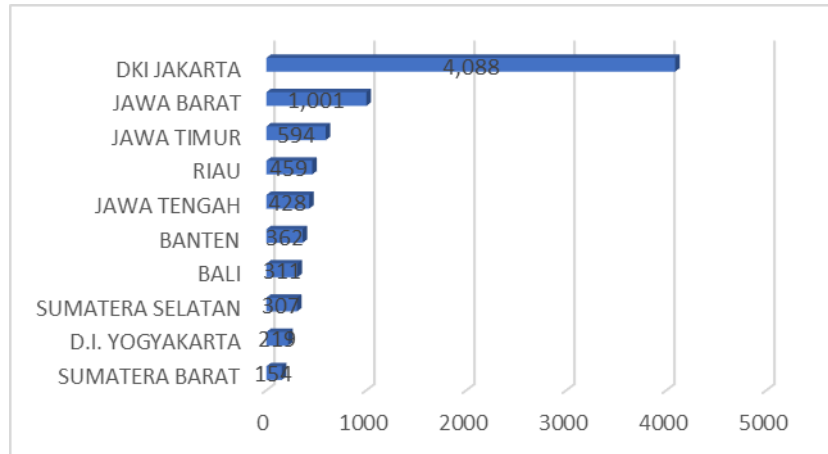
This study aims to determine the effect of Transformational Leadership and Green Human Resources Management on Competitive Advantage mediated by Self-Efficacy and Employee Loyalty at Fnb Companies in Bekasi Regency. Respondents of this study were 96 respondents and this study used a quantitative approach with the SmartPLS 3.0 data processing application. The results of this study found that (1) Transformational Leadership affects Competitive Advantage, (2) Green Human Resources Management has no effect on Competitive Advantage, (3) Transformational Leadership affects Employee Loyalty, (4) Green Human Resources Management affects Self-Efficacy, (5) Self-Efficacy affects Competitive Advantage, (6) Employee Loyalty affects Competitive Advantage, (7) Self-Efficacy affects Employee Loyalty, (8) Employee Loyalty as a mediating variable has a role in weakening the effect of Transformational Leadership on Competitive Advantage, (9) Self-Efficacy as a mediating variable has a role in strengthening the effect of Green Human Resources Management on Competitive Advantage.

INTRODUCTION

Business competition in Indonesia is currently full of challenges and is relatively tight where business people are required to keep up with the times and technology to be able to create something superior and exceed competitors. Current business competition consists of a variety of companies both from companies that produce finished products and service companies, one of the business fields that have fairly intense competition is a business or company in the food and beverage (FnB) sector.

According to the Indonesian Central Bureau of Statistics (BPS), companies or businesses engaged in the food and beverage sector consist of businesses that provide finished food or drinks, traditional restaurants, self-service restaurants and also take away. The number of businesses in the food and beverage sector in Indonesia in 2021 can be seen in the graph below:

Figure 1. 10 Provinces With The Most Fnb Businesses In Indonesia In 2021



Looking at the graph above, it can be concluded that even as of 2021, the development of the FnB business has been very volatile and it is possible that it will continue to grow in the following years, one of which is in Bekasi Regency in West Java Province. The following is a table of the number of food and beverage businesses in Bekasi Regency according to the Tourism and Culture Office of West Java Province :

Table 1. Number Of Food And Beverage Companies In Bekasi Regency 2020-2022

Year	Amount
2020	200 unit
2021	981 unit

Source : Tourism and Culture Office of West Java Province, 2024.

From this phenomenon, it can be seen that the food and beverage company or business, especially in Bekasi Regency, has experienced significant development from 2020, namely 200 units, in 2021 as many as 981 units and as many as 1,035 units per year 2022, therefore FnB companies must have the ability to compete or competitive advantage to be able to compete with competitors who are increasingly emerging.

In a company, the role of the leader also contributes to the company's competitive advantage. According to Dereli (2015) in Alowais (2018), leadership style is one of the important factors that can influence an organization in order to create an innovative organization and also have a globally competitive spirit. One form of leadership that is well applied in several companies is transformational leadership. According to Sugiyanto *et al.*, (2017) Transformational leadership can create a leader who can easily communicate their expectations to employees through inspirational motivation and individualized consideration. In addition to the role of leadership, the role of management in managing HR is also one of the important factors to create a company's competitive advantage. Currently, most companies are implementing Green Human Resources Management where for some companies, GHRM can help companies develop an environmentally friendly corporate culture and improve company performance, especially in the field of environmental performance (Almada & Borges, 2018). Apart from the

implementation of the HR management system and the role of leaders in the company that has been maximized, the role of the employees themselves must also be able to keep up because qualified employees are employees who can provide good feedback to the company. The form of reciprocity that can be given from employees to the company is in the form of loyalty and self-efficacy.

LITERATURE REVIEW

Transformational Leadership

According to Yangailo (2023), transformational leadership is a leadership style that prioritizes innovation, creativity, and motivation, where transformational leaders help employees to reach their full potential within the company and develop into creative and inventive professionals. Organizations that implement a transformational leadership style have a long-term and visionary view (Yizhong *et al.*, 2019 in Yamin, 2020). Transformational Leadership's indicators according to Agus & Muhith (2013) in Sari Ayu (2019) are as follows :

1. Idealized Influence : a leader's behavior in providing insight and awareness of the vision and mission of the organization.
2. Inspiration Motivation : the behavior of transformational leaders who inspire, motivate and modify the behavior of the components in an organization to achieve unimaginable possibilities.
3. Intellectual Stimulation : a form of leader behavior to increase intelligence, rationality, and problem solving in a systematic, organized and effective manner.

Individual Consideration: the behavior of leaders who provide attention, guidance, create space for movement and train organizational components specifically and personally.

Green Human Resources Management

According to Mendis and Welmilla (2021) in Setyaningrum (2023), GHRM refers to all activities involved in the development, implementation, and ongoing maintenance of a management system that aims to transform ordinary employees into green employees. In addition, according to Nawafleh (2020), GHRM is a policy, practice, and system in an organization that offers incentives to all employees in the form of environmentally friendly practices for the benefit of people, business, and the environment. GHRM's indicators according to (Wijonarko & Wirapraja, 2022) are as follows :

1. Green Recruitment : It is a fundamental component of green selection and includes personality traits such as awareness of the company's environmental impacts that enable the organization to achieve its environmental goals.
2. Green Training : This is training designed to give staff members the basic skills they need to collect waste data, increase environmental knowledge, and more.
3. Green Involvement : Employee participation in initiatives to implement environmentally friendly performance in an effort to reduce the impact of environmental pollution.
4. Green Performance : It is how well workers perform in the workplace when environmental practices are implemented, including reducing paper use, turning off lights and water when not in use, and many other things.

Employee Loyalty

Employee loyalty itself according Valentino and Haryadi (2016) in Sumantri & Mujiati (2023) is a form of dedication of workers to give their best for the company so that they show their loyalty to the organization. Factors that influence employee loyalty according to Syarifuddin & Pohan (2023) are personal characteristics, job characteristics and also company or organization

design characteristics. Employee Loyalty's indicators according to (Wijonarko & Wirapraja, 2022) are as follows :

1. Contribution : Refers to initiatives provided by workers to the business or organization they work for, with the aim of improving the bond and relationship between workers and the business.
2. Idea Provision : Refers to constructive suggestions made by employees to improve or advance the business or organization they work for.
3. Problem Solving : Refers to the capacity of workers to actively participate in recognizing, evaluating and resolving issues that may arise in the workplace.
4. Comply with the Rules : Refers to an employee's level of adherence to the guidelines set by the business or organization they work for.
5. On Time : Refers to the extent to which an employee adheres to the work schedule, deadlines, and regularity of time set by the company.
6. Care for Company Assets : Refers to how staff members feel about maintaining, using and maintaining company assets.

Self-Efficacy

According to Tende & Deme (2023), Self-efficacy is the ability of an independent individual to carry out a task and get positive results. This self-efficacy is one of the awareness possessed by an employee to be able to complete his work properly so that the role of management and leaders is needed in an organization or company. Self-efficacy describes an individual's self-evaluation of their creative potential or ability as the effort and selection of activities required to produce creative outcomes (Puspasari *et al.*, 2023). Self-Efficacy's indicators according to (Sebayang & Sembiring, 2017) are as follows :

1. Past Performance : When a person has a successful experience, their self-efficacy increases, but when they fail repeatedly, especially when their self-efficacy is still in the developmental stage, then their self-efficacy will drop.
2. Vicarious Experience : When one sees others succeeding in a certain area, their own self-efficacy in that area increases. People convince themselves that if others can achieve something, then so can they.
3. Verbal Persuasion : People being convinced that they can achieve their goals is referred to as verbal persuasion. This dimension includes the communication style and attitude that subordinates or leaders are perceived to have.
4. Emotional Cues : A person's physiological state affects how well they assess their own ability to complete a task.

Competitive Advantage

Competitive Advantage according to Darma (2021) is a strategic organizational goal that every company wants to achieve and maintain, so to achieve this goal, a business organization or company must be able to create a unique strategy to be able to increase the organization's ability to compete with competitors. According to Qalka *et al.*, (2019), a company's competitive advantage can be obtained through existing roles and resources so that a company can outperform similar competitor companies and can maintain the stability of the company so that it can continue to grow and become superior to competitors. Competitive Advantage's indicators according to Muis & Isyanto (2021) are as follows :

1. Resources have added value
2. Unique and Rare Resources
3. Resources that are not easily replicated
4. Adequate Resources to Compete
5. Resources with the Ability to Compete

METHODS

The type of research used in this study is causal type explanatory research which seeks to test the influence between variables in a structural model that examines the relationship between two independent variables, two mediating variables, and one dependent variable. The data in this study uses quantitative data. Quantitative data is a type of data that can be measured and calculated directly, where the information contained is expressed in the form of numbers or numbers (Mulyanto & Wulandari, 2019).

Respondents of this study are employees in companies or organizations engaged in food and beverage in the Bekasi Regency area consisting of several positions, from staff to manager level. This study uses primary data, namely data collection using a questionnaire. The results obtained from respondents are processed using the SmartPLS 3.0 data processing application with the tests used are the Outer Model, Inner Model, and Path Coefficient tests.

Since there is no exact number of employees working in the FnB sector in the Bekasi Regency area, the sample calculation uses the Lemeshow formula. The Lemeshow formula according to (Lemeshow, 1997 in Graha *et al.*, 2023) is a sample calculation formula that can be used when the population size is unknown, which then obtained the number of research samples, namely 96 people.

Sampling using Simple Random sampling technique. Simple random sampling is a simple sampling method because sampling from a population is done randomly without regard to the strata in that population (Abunawas *et al.*, 2023).

RESULTS

Validity Test

The validity test was carried out on 96 respondents with the test criteria looking at the results of the outer loading value of each indicator of each variable used in each research variable. Validity is met if the outer loading value on each research variable has a value greater than or above 0.7 where the results of processing data are carried out using the SmartPLS version 3.0 application.

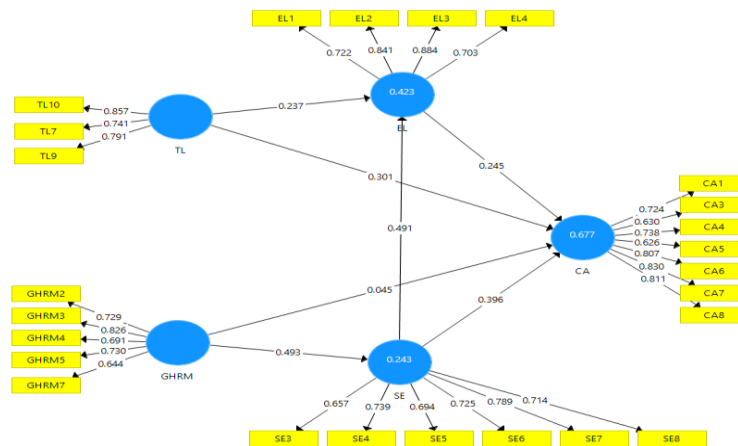
Table 2. Outer Loading

Variable	Indicator	Outer Loading	Validity	Outer Loading	Validity	Outer loading	Validity
Transformational Leadership	TL1	0.515	Invalid	Dropped			
	TL2	0.440	Invalid	Dropped			
	TL3	0.481	Invalid	Dropped			
	TL4	0.521	Invalid	Dropped			
	TL5	0.552	Invalid	Dropped			
	TL6	0.686	Valid	0.561	Invalid	Dropped	
	TL7	0.652	Valid	0.701	Valid	0.741	Valid
	TL8	0.552	Invalid	Dropped	Invalid		
	TL9	0.670	Valid	0.782	Valid	0.791	Valid
	TL10	0.744	Valid	0.862	Valid	0.857	Valid
	GHRM1	0.531	Invalid	Dropped			

Variable	Indicator	Outer Loading	Validity	Outer Loading	Validity	Outer loading	Validity
Green Human Resources Management	GHRM2	0.713	Valid	0.729	Valid	0.729	Valid
	GHRM3	0.776	Valid	0.826	Valid	0.826	Valid
	GHRM4	0.624	Valid	0.691	Valid	0.691	Valid
	GHRM5	0.703	Valid	0.730	Valid	0.730	Valid
	GHRM6	0.569	Invalid	Dropped			
	GHRM7	0.649	Valid	0.644	Valid	0.644	Valid
	GHRM8	0.382	Invalid	Dropped			
Employee Loyalty	EL1	0.637	Valid	0.720	Valid	0.722	Valid
	EL2	0.762	Valid	0.842	Valid	0.841	Valid
	EL3	0.817	Valid	0.884	Valid	0.884	Valid
	EL4	0.690	Valid	0.704	Valid	0.703	Valid
	EL5	0.551	Invalid	Dropped			
	EL6	-0.308	Invalid	Dropped			
	E7	-0.47	Invalid	Dropped			
	E8	-0.568	Invalid	Dropped			
Self-Efficacy	SE1	-0.005	Invalid	Dropped			
	SE2	-0.347	Invalid	Dropped			
	SE3	0.642	Valid	0.657	Valid	0.657	Valid
	SE4	0.772	Valid	0.739	Valid	0.739	Valid
	SE5	0.683	Valid	0.694	Valid	0.694	Valid
	SE6	0.720	Valid	0.725	Valid	0.725	Valid
	SE7	0.763	Valid	0.789	Valid	0.789	Valid
	SE8	0.702	Valid	0.714	Valid	0.714	Valid
Competitive Advantage	CA1	0.729	Valid	0.724	Valid	0.724	Valid
	CA2	0.577	Invalid	Dropped			
	CA3	0.658	Valid	0.632	Valid	0.63	Valid
	CA4	0.743	Valid	0.738	Valid	0.738	Valid
	CA5	0.616	Valid	0.624	Valid	0.626	Valid
	CA6	0.776	Valid	0.806	Valid	0.807	Valid
	CA7	0.802	Valid	0.831	Valid	0.83	Valid
	CA8	0.804	Valid	0.813	Valid	0.811	Valid

Source: Primary data processed, 2024

Figure 2. Outer Loading



Source: Primary data processed, 2024

Based on the table above, it shows that the research variable values have an average outer loading factor value above 0.5, thus it can be concluded that the indicators are well accepted and can be used in this research.

Reliability Test

The reliability test was carried out on 96 research respondents with the criteria for testing the reliability results is an index that shows the extent to which a research variable instrument measuring device can be trusted. If the Cronbach's Alpha and Composite Reliability values > r table, then it is declared reliable.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Description
Transformational Leadership	0.717	0.724	0.839	Reliable
GHRM	0.774	0.782	0.847	Reliable
Employee Loyalty	0.796	0.795	0.869	Reliable
Self-Efficacy	0.816	0.822	0.866	Reliable
Competitive Advantage	0.862	0.873	0.895	Reliable

Source: Primary data processed, 2024

Path Coefficient Results

Hypothesis testing is carried out on the coefficient value of each direction of influence in the form of direct, indirect and total influence. Hypothesis testing is done with a t-test, which compares the probability value (sig t) to the research test level ($\alpha = 0.05$).

Table 4. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership → Competitive Advantage	0.301	0.303	0.117	2.581	0.010
Green Human Resources Management → Competitive Advantage	0.045	0.054	0.09	0.506	0.613
Transformational Leadership → Employee Loyalty	0.237	0.24	0.093	2.556	0.011
Green Human Resources Management → Self-Efficacy	0.493	0.518	0.112	4.387	0.000
Self-Efficacy → Competitive Advantage	0.396	0.383	0.106	3.721	0.000
Employee Loyalty → Competitive Advantage	0.245	0.243	0.082	2.990	0.003
Self-Efficacy → Employee Loyalty	0.491	0.503	0.091	5.386	0.000
Transformational Leadership → Employee Loyalty → Competitive Advantage	0.058	0.06	0.033	1.787	0.075
Green Human Resources Management → Self-Efficacy → Competitive Advantage	0.195	0.197	0.068	2.888	0.004

Source: Primary data processed, 2024.

DISCUSSION

The overall value of the hypothesis test results in this study can be interpreted as follows:

1. The effect of Transformational Leadership on Competitive Advantage, produces an original sample value of 0.301 with a statistical T value of 2.581 and P Values of 0.010 or smaller than the α value ($0.010 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Transformational Leadership on Competitive Advantage.
2. The effect of GHRM on Competitive Advantage, produces an original sample value of 0.045 with a statistical T value of 0.560 and P Values of 0.613 or greater than the α value ($0.613 > 0.05$). It can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of the GHRM variable on Competitive Advantage.
3. The effect of Transformational Leadership on Employee Loyalty, produces an original sample value of 0.237 with a statistical T value of 2.556 and P Values of 0.011 or smaller than the α value ($0.011 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Transformational Leadership on Employee Loyalty.
4. The effect of GHRM on Self-Efficacy, resulting in an original sample value of 0.493 with a statistical T value of 4.387 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of GHRM on Self-Efficacy.
5. The effect of Self-Efficacy on Competitive Advantage, produces an original sample value of 0.396 with a statistical T value of 3.721 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Self-Efficacy on Competitive Advantage.
6. The effect of Employee Loyalty on Competitive Advantage, produces an original sample value of 0.245 with a statistical T value of 2.990 and P Values of 0.003 or smaller than the α value ($0.003 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Employee Loyalty on Competitive Advantage.
7. The effect of Self-Efficacy on Employee Loyalty, resulting in an original sample value of 0.491 with a statistical T value of 5.386 and P Values of 0.000 or smaller than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of Self-Efficacy on Employee Loyalty.
8. The effect of Transformational Leadership on Competitive Advantage mediated by Employee Loyalty, produces an original sample value of 0.058 with a statistical T value of 1.787 and P Values of 0.075 or greater than the α value ($0.075 > 0.05$). It can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of Transformational Leadership on Competitive Advantage mediated by Employee Loyalty.
9. The effect of GHRM on Competitive Advantage mediated by Self-Efficacy, produces an original sample value of 0.195 with a statistical T value of 2.888 and P Values of 0.004 or smaller than the α value ($0.004 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of GHRM on Competitive Advantage mediated by Self-Efficacy.

CONCLUSION

Based on the description and discussion of the research results on the effect of Transformational Leadership and Green Human Resource Management on Competitive Advantage mediated by Employee Loyalty and Self-Efficacy in Food and Beverage Companies in Bekasi Regency, the researcher can conclude as follows :

1. Transformational Leadership affects Competitive Advantage at Food and Beverage Companies in Bekasi Regency.
2. Green Human Resources Management has no effect on Competitive Advantage at Food and Beverage Companies in Bekasi Regency.

3. Transformational Leadership affects Employee Loyalty at Food and Beverage Companies in Bekasi Regency.
4. Green Human Resources Management affects Self-Efficacy at Food and Beverage Companies in Bekasi Regency.
5. Self-Efficacy affects Competitive Advantage at Food and Beverage Companies in Bekasi Regency.
6. Employee Loyalty affects Competitive Advantage at Food and Beverage Companies in Bekasi Regency.
7. Self-Efficacy affects Employee Loyalty at Food and Beverage Companies in Bekasi Regency.
8. Employee Loyalty as a mediating variable has a role in weakening the effect of Transformational Leadership on Competitive Advantage at Food and Beverage Companies in Bekasi Regency.
9. Self-Efficacy as a mediating variable plays a role in strengthening the effect of Green Human Resources Management on Competitive Advantage at Food and Beverage Companies in Bekasi Regency.

SUGGESTION

The results of this study can be a reference for the management of FnB companies in Bekasi Regency, that Transformational Leadership, GHRM, Employee Loyalty and Self-Efficacy have a very important role in increasing the company's Competitive Advantage. So in increasing competitive advantage, it is hoped that company management needs to look again at how to implement a transformational leadership style, implement GHRM, develop loyalty programs, increase employee efficacy and always monitor and evaluate employee performance.

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