

PSYCHOLOGICAL CAPITAL AS A MEDIATION, RELATIONSHIP BETWEEN EMPOWERING LEADERSHIP, TRANSFORMATIONAL LEADERSHIP BEHAVIOR, PROACTIVE PERSONALITY TO INDIVIDUAL JOB PERFORMANCE (CASE STUDY OF NOMAND'S MINANG PURWOKERTO-CENTREJAVA-INDONESIA)

Gus Andri¹⁾, Wiwiek Rabiatal Adawiyah²⁾ and Ratno Purnomo³⁾

¹⁾Lector, Tamansiswa University, Padang, Indonesia

²⁾Professor, Jenderal Soedirman University, Purwokerto, Indonesia

³⁾Lector, Jenderal Soedirman University, Purwokerto, Indonesia

email: ¹⁾goes.andri@gmail.com

²⁾wiwiekra@gmail.com

³⁾ano.purnomo@gmail.com

ABSTRACT

This study aims at examine is the moderating role of psychological capital on the relationship, empowering leadership, transformational leadership behavior, and proactive personality toward individual job performance. The samples are 215 respondents using questionnaire. The respondents are Minang migrant entrepreneurs in Purwokerto-Central Java. Data analysis using Structural Equation Model (SEM). The result of this study shows that the first hypothesis test, the influence of empowering leadership toward employee's proactive personality. The second hypothesis test, the influence of transformational leadership behavior toward Employee's proactive personality. The third hypothesis, the influence of employee's proactive personality toward psychological capital. Based on Sobel Test, psychological capital mediates the relationship between employee's proactive personality and individual performance

Keywords: empowering leadership; individual job performance; proactive personolity psychological capital; transformastional leadership behaviours.

ABSTRAK

Tujuan Penelitian ini dilakukan adalah untuk menguji apakah variabel modal psikologis sebagai variabel mediasi mempengaruhi hubungan antara kepemimpinan yang memberdayakan, kepemimpinan transformasional, dan kepribadian proaktif terhadap kinerja individu. Penelitian ini mengambil sampel sebanyak 215 responden dengan menggunakan kuesioner. Responden adalah pengusaha Perantau Minang di Purwokerto-Jawatengah. Fonemena gab yang terjadi kesenjangan kepemimpinan perantau Minang yang tergabung dalam Ikatan keluarga Minang dibandingkan dengan suku lainnya dalam membangun kewirausahaan di Purwokerto-Jawatengah. Permasalahan penelitian yang ditemukan adalah terbatasnya pembahasan modal psikologi kewirausahaan, sehingga faktor yang mendorong individu secara psikologis dan proaktif dalam keberhasilann kinerja semakin rendah. Analisis data menggunakan model persamaan struktural (SEM). Hasil penelitian menunjukkan hipotesis pertama, adanya pengaruh pemberdayaan kepemimpinan terhadap kepribadian proaktif individu. Hipotesis dua, adanya pengaruh kepemimpinan transformasional terhadap kepribadian proaktif individu. Hipotesis tiga, adanya pengaruh kepribadian proaktif individu terhadap modal psikologis. Dan pada hipotesis empat, pengaruh modal psikologis memediasi hubungan antara kepribadian proaktif individu dengan kinerja individu, berdasarkan hasil uji sobel, maka nilai 3,62 Sobel test; $p < 0.0012$).

Kata kunci: *kepemimpinan yang memberdayakan; kepribadian proaktif; kinerja individu; modal psikologi; perilaku kepemimpinan transformasional.*

Detail Artikel :

Diterima : 13 Agustus 2019

Disetujui : 30 Oktober 2019

DOI : [10.22216/jbe.v4i3.4445](https://doi.org/10.22216/jbe.v4i3.4445)

INTRODUCTION

Leadership is an important factor both for improving organizational and individual performance (Manzoor et al., 2019). Organizations will face challenges in many ways, especially individual performance (Abubakar, et.al, 2017). Low performance results in opportunities for entrepreneurship and employment opportunities to be low, so organizations play a role in developing individual skills in facing global competition, especially small and medium enterprises (Shahzad, Xiu, & Shahbaz, 2017; Shanker, et.al., 2017).

Humanist leadership style will affect the performance of organizations and individuals, this is an important factor in increasing organizational success (Russel P Guay., 2013; Sharif, 2019). Transformational leadership behavior, empowering leadership, and proactive personality can be defined as humane leadership style in which leaders work with the team to identify changes in the environment of the organization (Sousa & Rocha, 2019) . Transformational leadership becomes an important focus in taking each decision by involving individuals, so that individuals feel important in achieving the success of organizational performance (Alrowwad, et.al., 2016).

Furthermore, the success of organizational performance has a role for the nature of empowering leadership in protecting, motivating and developing individual competencies in careers (Lorinkova, Pearsall, & Sims Jr., 2013; Oedzes, Rink, et.al.,2019). Empowering leadership is a strength in the organization in building team work, creative attitude, involvement in decisions and experiences, towards entrepreneurial processes and success in performance (Han, Harold, & Cheong, 2019), while other constructs contribute among other proactive personalities and psychological capital as constructs that mediate individual performance (Xi. Zhang & Bartol, 2010). The reason for this study was that proactive personality and psychological capital contributed to individual performance, this was explained in the study (Peng, and Choong., 2019) that both of these constructs affect the performance of individuals.

The importance of psychological capital and proactive personality to be examined as mediating variables in studies to support organizational performance primarily directs work actors as individuals to improve competency competencies, therefore it is necessary to study that the two constructs contribute positively to individual success in achieving success (Luthans, & Chaffin., 2019; Peng et al., 2019).). However, there are very few studies that explain that this contract is discussed in other studies regarding factors that encourage individuals psychologically and proactively in the success of performance (Bakker, Tims, & Derks, 2012; Bouckenoghe, Zafar, & Raja, 2015).

The key question that arises is how to implement psychological capital as a mediating variable that contributes to developing individual abilities so that it becomes an important dimension in measuring performance success. It should be understood that psychology capital is a contribution that gives business success (Hazan Liran & Miller, 2019; Kim, et.al., 2018).

Based on empirical and theoretical studies that psychological capital is able to act as a construct that shows the capacity of positive psychology, so that individual attitudes toward organizational behavior become self-strength in making changes to the organizational environment (Luthans, et.al.,2007;Peterson et al., 2011). The growing problem is that the attitude of positive and proactive psychology is still low in building leadership so that the ability of individuals to improve performance also decreases (Munawaroh & Meiyanto, 2017) The results of this observation can be seen from the leadership attitude of Nomand's Minang

in protecting the performance of individuals in the IKM (Minagkabau Family Association) organization in Jawatengah, not yet providing self-reinforcement independently in improving performance, meaning that the leadership model built by Nomand's Minang has not yet integrated with one unit acceleration of knowledge results in the inability of individuals to boost performance (Guhr, Lebek, & Breitner, 2019).

This research contributes theoretically to the improvement of knowledge, especially the role of psychological capital in leadership in improving individual performance, conceptually working actors can build a relationship between proactive dimensions and transformational leadership as well as empowering leadership as a motivation effort that can improve individual abilities in improving performance.

THEORY AND HYPOTHESIS DEVELOPMENT

Empowering leadership is leadership behavior that gives authority and responsibility to employee in performance tasks (Amundsen & Martinsen, 2014; orinkova, Pearsall, & Sims Jr., 2013; Zhang & Bartol, 2010), creative, innovative and motivating is a part that provides opportunities for work decision making (Ahearne, Mathieu, & Rapp, 2005; Bresman & Zellmer-Bruhn, 2012). Empowering Leadership affects employees who are proactive in carrying out work tasks, found a strong relationship between the two constructs of leadership empowerment with proactive employees (Eva, Newman, Miao, Cooper, & Herbert, 2019). To improve employee proactivity, openness in work assignments largely determines leadership success in an organization (Bergeron, Schroeder, and Martinez 2014; Jiang., 2017).

Besides that empowering leadership creates productive independence for employees to initiate work assignments, be committed, consistent and strengthen the level of competition in completing the tasks of work carried out, on the other hand, the trust given by leaders in completing work provides opportunities for employees to be creative and innovative in building successful performance (Martin, Liao, and Campbell, 2013).

Leadership the role in influencing individual performance. The study conducted by Chen and Kanfer, (2006);Jiang., (2017); Morrison., (2011), explains that individual success in completing the tasks of a proactive organization is encouraged by employees to improve organizational performance. Empowering leadership gives the role of integrating and delegating authority to organizational subdivisions so as to form individuals who are independent and responsible for performance tasks (Martin, Liao, and Campbell, 2013).

Hypothesis 1: Empowering leadership has a positive effect on proactive personality

Empowering leadership enhances employees' creative and innovative abilities in building entrepreneurship (K.Breevaart and A.B.Bakker, 2017).). Based on the job demands resource theory, transformational leadership behavior will shape the personality of individuals or subordinates in completing task performance because subordinates feel obsessed with support, to be optimistic at work from the leadership so that the ability of employees to be proactive increases in task performance (Bakker and Demerouti, 2014).

Transformational leadership behavior is leadership to mobilize, motivate subordinates or employees to perform to the desired expectations means that the essence of leadership is to be the development of individual performance and realize the potential of self-development of individuals in improving the competitiveness of individual (Handoko and Tjiptono, 1993; Conger, 2011). Transformational leadership behavior influences the attitudes and personality of subordinates or employees in the work environment, competitiveness and encourages employee to improve task performance (Sharif, 2019).

Leadership is a process of behavior that affects individuals in an organization capable of mobilizing and directing individual performance in achieving organizational goals well (Muterera, 2012). The key to the success of transformational leadership lies in the ability of

leaders to challenge the processes of change that occur in organizations, where the changes in question are leaders who enhance the ability of individuals or subordinates to work, develop intellectual subordinates, leadership behavior leads to increased subordinate competence in the organization (Fernandes and Awamleh., 2004; Guay 2013).

Transformational leadership shapes the behavior of leaders who have the attitude of leaders to protect subordinates so that individuals are able to make changes and influence trust, values and ethics, changes in intellectual abilities of individuals and in organizations, transformational leadership creates organizational commitment, and individual performance. (DeGroot, Kiker, and Cross., 2010; Avolio, Walumbwa, and Weber 2009).

Furthermore, the influence of transformational leadership has an influence on individual attitudes in work behavior, the ability of competitiveness possessed by individuals leads to increased performance, career and satisfaction in work, in other words, that subordinates or work actors feel they have a serious job to complete the task leader to himself. (Perko, Kinnunen, and Feldt., 2014; Alvesson and Kärreman., 2016; J. Martin., 2016; Wang, Zheng, and Zhu., 2018).

Hypothesis 2: Transformational leadership behavior has a positive effect on proactive personality

Proactive personality describes the character of individuals who are responsible for the task of performance, the success of performance is self reflection and individual experience, where work actors become agents of change in the work environment and focus more on successful performance (Bergeron, Schroeder, & Martinez, 2014). The relationship between proactive personality and performance individual illustrates a positive relationship to the career attainment of the workforce (Crant, 1996). This is evidenced that proactive personality is able to produce performance that changes the behavior of the workforce into a disciplined attitude, hard worker, commitment in carrying out the task (Salgado & Táuriz, 2014; Shaffer, 2012).

Proactive personality shows individual career abilities to achieve performance success (Thomas, Whitman, & Viswesvaran, 2010; Fuller & Marler, 2009), the success of performance encourages the interests of individuals to achieve success, the attitude of proactive behavior is part of the contribution of individuals to the organization, so that performance can be achieved properly (Sun & Emmerik, 2014). Proactive attitudes refer to anticipatory actions taken by individuals positively by changing themselves and the work environment towards a more productive one, so that proactivity becomes more important in the uncertainty of organizational conditions, allowing individuals to be required to take proactive actions in performance individual (Spitzmuller & Dyne, 2013; Grant & Ashford, 2008; Parker & Sprigg, 1999). Proactive personality is an act of change, how to motivate other individuals to be proactive, this personality reflects a positive attitude towards performance achievement (Major, Turner, & Fletcher, 2006), proactively increasing the superiority of individuals in competition, the success of performance is largely determined by individual proactive behavior (Seibert & Kraimer, 2001).

Hypothesis 3: Proactive personality has a positive effect on individual performance.

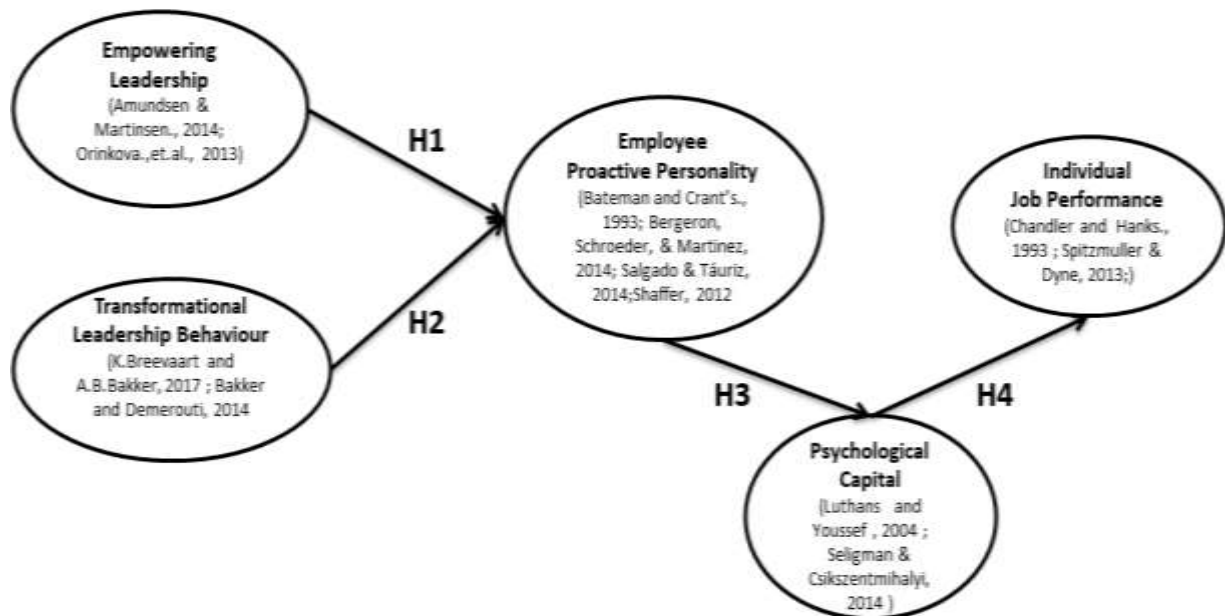
Psychological capital which is a derivative of positive psychology that reflects an implementation of positive effectivity on *positive personality* (Peterson et al., 2011; Peng, Choong, Kuar, & Tan, 2019). This construct becomes reflective of psychological well-being, where *positive organizational behavior* reflects personality, self-esteem so that positive psychology becomes a construct that helps with changes in the organizational environment (Avolio et al., 2009).

Positive psychology reflects positively organizational behavior (POB), because this dimension makes capital in developing a construction called positive psychological capital (Jin, 2017). Basically, positive psychology plays a role in the workplace organization, positive psychology resources are in hope, optimism, and resilience. Because there is a link between the organization and the work, the results obtained by positive psychology are job satisfaction and organizational commitment. The development of this theory leads to positive organizational behavior (Luthan & Youssef, 2004).

The concept of psychological capital of organizational behavior discusses the capacity of individuals who are positive in spirit, even showing individual attitudes towards work ethic, perseverance, responsibility, and hope (Seligman & Csikszentmihalyi, 2014; Avey, Reichard, Luthans, & Mhatre, 2011). Positive performance is closely related and influences the psychological individual in carrying out performance tasks at work (Sheldon & King, 2001). Positive organizational gave birth to individuals who think positively live up to hope, optimism, resilience and self-efficacy become part of the task performance in intenal organization, so the impact of positive organizational creating individual success and eliminate failure in the organization (Stajkovic & Luthans, 1998; Carmona, Salanova, Llorens, & Schaufeli, 2019). With the presence of psychological psychology, it fosters individual characters who have strong personalities in dealing with various performance problems, able to face the challenges of the task (F. Luthans, Avolio, & Norman, 2007), Individual psychological abilities become strengths in building individuals and organizations (Larson & Luthans, 2007).

Hypothesis 4: Psychological Capital mediates the relationship of proactive personality to individual performance.

This research develops a concept model that shows the relationship of empowering leadership, transformational leadership behavior, and proactive personality towards individual performance which is mediated by the role of psychological capital as construct that builds relationships between these variables, as in this figure :



Picture 1
Research Concept Model

RESEARCH METHOD

The research method used for collecting data and the number of samples based on the number of indicators multiplied by 5 to 10 from the number of indicators of latent variables (Hair, Black, Babin, & Anderson, 2010). Quantitative methods are a way to measure the relationship between independent and bound variables and mediating variables. Data collection and sample obtained as many as 215 respondents. The sample used in the study this is *nonprobability purposive sampling*.

In this study, there are several variables tested first, namely independent variable empowering leadership 10 indicators used to collect respondents' data (Arnold, et.al., 2000; Konczak, Stelly, & Trusty, 2000). Furthermore, transformational leadership behavior variables transformational leadership behavior are 6 indicators (Carless, Wearing, & Mann, 2000; Jensen et al., 2016). Proactive personality as many as 17 indicators (Bateman & Crant, 1993) and besides that psychological capital as a mediating variable is 8 indicators (Luthans., et al., 2007). Second, the dependent variable is the variable individual job performance as many as 8 indicators and all indicators are declared valid (Chandler & Hanks., 1993; Engellandt & Riphahn, 2011; Moriones, et.al., 2019). Methods of data collection using a questionnaire with measurements using a 5-point Likert scale (score 1 = strongly disagree to score 5 = strongly agree). This questionnaire was then distributed to respondents of business actors who are members of the Nomand's Minang in Purwokerto-Centre Java, In addition to using the questionnaire the study also involved respondents in discussions to get the right and deeper answers.

The analytical tool used in this study is Structure Equation Model (SEM). This tool is used because it is in accordance with the needs of researchers, namely the development of models and compiling path diagrams which then change the path diagram into structural equations. In addition, this analysis tool can evaluate and estimate the following models for interpretation. However, first the data were tested for validity and reliability to determine the coefficient of validity and reliability. Furthermore, the results of validity and reliability tests measure how much influence the instrument has on the impact of the latent variables it measures. The tool used to test reliability and validity is SPSS version 20 with a level of significance or trust used in this study is $\alpha = 0.05$.

RESULT AND DISCUSSION

Result

Data normality testing is based on multivariate kurtosis value of 2.979 with a critical ratio (CR) of 0.309. This value is in the normal multivariate ± 2.58 criteria range, which shows normal data. Validity and reliability test (table 1) based on the calculation of construct reliability variable Empowering Leadership of 0.939, Transformation Leadership Behavior 0.924, Employee Proactive Personality 0.973, Psychological capital 0.937, and Job Performance 0.946. While the value of Variance Extracted (AVE) for 0.686 Empowering Leadership, Transformation Leadership Behavior 0.670, Employee Proactive Personality 0.683, Psychological Capital 0.651 and Job Performance 0.688. the value of construct reliability meets the criteria for the cut-off value > 0.60 . and the variance extracted value meets the cut-off value > 0.50 . so that each latent variable meets the reliability criteria.

Table 1
Construct Reliability and Variance Extracted Measurement

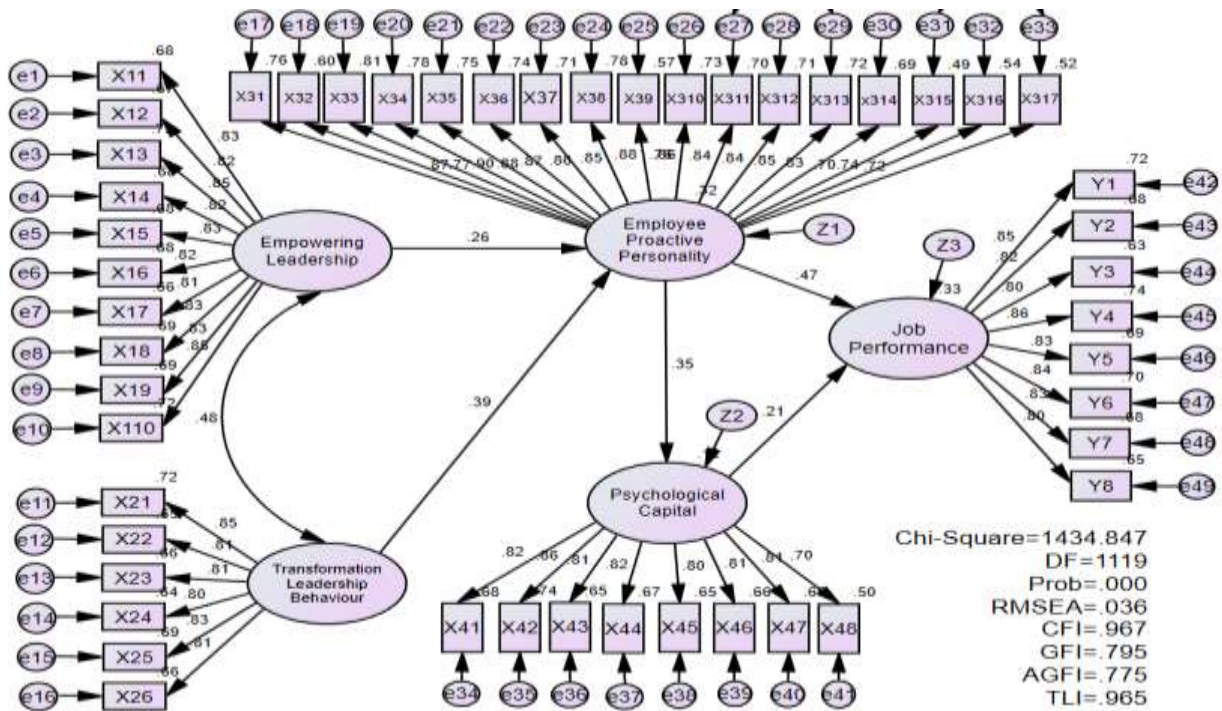
No	Variabel	Indikator	Std Loading (Loading Factor)	Standar Loading g ²	Measurement Error (1-Std Loading ²)	Construct Reliability	Variance Extracted			
1	Empowering Leadership	X11	0,826	0,682	0,318	0,939	0,686			
		X12	0,821	0,674	0,326					
		X13	0,853	0,728	0,272					
		X14	0,824	0,679	0,321					
		X15	0,827	0,684	0,316					
		X16	0,824	0,679	0,321					
		X17	0,81	0,656	0,344					
		X18	0,832	0,692	0,308					
		X19	0,831	0,691	0,309					
		X110	0,851	0,724	0,276					
			\sum	5,799	4,805			2,195		
	\sum^2	33,628								
2	Transformation Leadership Behaviour	X21	0,849	0,721	0,279	0,924	0,670			
		X22	0,809	0,654	0,346					
		X23	0,812	0,659	0,341					
		X24	0,800	0,640	0,360					
		X25	0,829	0,687	0,313					
		X26	0,810	0,656	0,344					
			\sum	4,909	4,018			1,982		
			\sum^2	24,098						
3	Employee Proactive Personality	X31	0,875	0,766	0,234	0,973	0,683			
		X32	0,775	0,601	0,399					
		X33	0,901	0,812	0,188					
		X34	0,883	0,780	0,220					
		X35	0,868	0,753	0,247					
		X36	0,862	0,743	0,257					
		X37	0,846	0,716	0,284					
		X38	0,882	0,778	0,222					
		X39	0,758	0,575	0,425					
		X310	0,854	0,729	0,271					
		X311	0,839	0,704	0,296					
		X312	0,841	0,707	0,293					
		X313	0,847	0,717	0,283					
		X314	0,83	0,689	0,311					
		X315	0,696	0,484	0,516					
X316	0,732	0,536	0,464							
X317	0,718	0,516	0,484							
	\sum	14,007	11,605	5,395						
	\sum^2	196,20								
4	Psychological Capital	X41	0,824	0,679	0,321	0,937	0,651			
		X42	0,861	0,741	0,259					
		X43	0,81	0,656	0,344					

		X44	0,817	0,667	0,333		
		X45	0,802	0,643	0,357		
		X46	0,814	0,663	0,337		
		X47	0,813	0,661	0,339		
		X48	0,705	0,497	0,503		
		Σ	6,45	5,21	2,79		
		Σ2	41,55				
		Y1	0,845	0,714	0,286		
		Y2	0,826	0,682	0,318		
		Y3	0,798	0,637	0,363		
		Y4	0,86	0,740	0,260		
5	Individual Job	Y5	0,833	0,694	0,306		
	Performance	Y6	0,84	0,706	0,294	0,946	0,688
		Y7	0,826	0,682	0,318		
		Y8	0,804	0,646	0,354		
		Σ	6,63	5,50	2,50		
		Σ2	43,98				

Furthermore, the suitability test of the model in the structural equation model (table 2) shows that the following results of the chi-square value (χ^2) which are low will produce a significance level greater than 0.05 will result in no significant difference between the data covariance matrix and covariance matrix estimated. The test results obtained a chi-square value of 1434,847, while the CMIN / DF value was 1,325, this value was less than ($< 2,00$) so the model was fit and deserved to be accepted. The RMSEA value in the research model is 0.036, the model is fit and is acceptable. The GFI value in this study model is 0.795

Table 2
Absolute Fit Measures

<i>Goodness of Fit Index</i>	<i>Cut off value</i>	<i>Estimasi</i>	<i>Keterangan</i>
Absolute Fit Measures			
χ^2 -Chi-square	-	1434.847	Non Goodness Fit
CMIN/DF	≤ 2.00	1.325	Goodness Fit
Probabilitas	≥ 0.05	0.000	Non Goodness Fit
RMSEA	≤ 0.08	0.036	Goodness Fit
GFI	≥ 0.90	0.795	Non Goodness Fit



Picture 2
Structure Equation Model

Based on statistical calculations (table 3) shows that the relationship of transformational leadership behavior with empowering leadership is 0.484; relationship of transformational leadership behavior with proactive personality 0.518; relationship of transformational leadership behavior with psychological capital 0.180; the relationship of transformational leadership behavior with a performance of 0.281; empowering leadership relations with a proactive personality 0.452; empowering leadership relations with psychological capital 0.157; empowering leadership relations with a performance of 0.245; the relationship of proactive personality with psychological capital 0.348; the relationship of proactive personality with a performance of 0.543 and the relationship of psychological capital with a performance of 0.370.

Table 3
Correlation among construct score

Construct	Transformation Leadership Behaviour	Empowering Leadership	Employee Proactive Personality	Psychological Capital	Job Performance
Transformation Leadership Behaviour	1.000	0.484	0.518	0.180	0.281
Empowering Leadership	0.484	1.000	0.452	0.157	0.245
Employee Proactive Personality	0.518	0.452	1.000	0.245	0.543
Psychological Capital	0.180	0.157	0.348	1.000	0.370

Individual Job Performance	0.281	0.245	0.543	0.370	1.000
----------------------------	-------	-------	-------	-------	-------

Based on (Table 4) Test of Hypothesis 1, the results of statistical testing on the estimated value of the influence of Empowering Leadership on Employee Proactive Personality is 0.286, the value of CR is 3.678 and p-value is 0.000. Based on these results it can be concluded that proven Empowering Leadership significantly has a positive effect on Employee Proactive Personality at the 0.05 level of significance. Hypothesis 2 test, the results of statistical testing on the estimated value of the effect of Transformational Leadership Behavior on Employee Proactive Personality is 0.410, the value of CR is 5.271 and p-value is 0.000. Based on these results it can be concluded that proven Transformational Leadership has a significant positive effect on Employee Proactive Personality at the 0.05 significance level. Hypothesis 3 test, the results of statistical testing on the estimated value of the influence of Employee Proactive Personality on Psychological Capital amounted to 0.329, the value of CR 5.097 and p-value 0.000. Based on these results it can be concluded that proven proactive personality employees have a significant positive effect on psychological capital at the 0.05 level of significance. Hypothesis 4 test, the results of statistical testing on the estimated value of psychological capital influence on individual job performance is 0.397 CR 5.282 and p-value 0.000. Based on these results it can be concluded that proven psychological capital has a significant positive effect on individual job performance at the 0.05 level of significance. Furthermore, based on the Sobel test results show that psychological capital mediates a strong relationship between proactive personality and individual performance with a value of 3.62 Sobel test; $p < 0.0012$).

Table 4
Regression Weights

		estimate	SE	CR	P	Label
Employee Proactive Personality	<--- Transformational Leadership Behaviour	0,410	0,078	5,271	***	par_39
Employee Proactive Personality	<--- Empowering Leadership	0,286	0,078	3,678	***	par_51
Psychological Capital	<--- Employee Proactive Personality	0,329	0,065	5,097	***	par_40
Individual Job Performance	<--- Psychological Capital	0,397	0,075	5,282	***	par_41

Discussion

The influence of empowering leadership on proactive personality

Empowering leadership is the behavior of leaders who protect, motivate individuals to improve performance, individual proactive attitudes reflect performance efforts in individual involvement in decision making (Han et al., 2019; Amundsen & Martinsen, 2014; Lorinkova, Pearsall, & Sims Jr., 2013). Proactive work actors (such as work, career, creative and innovative attitudes) are individual orientations and challenges to achieving performance success, changes in individual behavior will affect changes in the environment in the organization (Carsten, Uhl-Bien, & Huang, 2018).

Empowering Leadership of individuals or employers provides an incentive for individuals to be able to contribute to organizational performance, meaning the ability to develop ideas, be creative and innovative shows the relationship that leaders and work actors

reinforce each other in empowering them to achieve organizational goals so do (Cheong et al., 2019; Lee, Willis, & Tian, 2018). Individual knowledge and skills become an important factor that determines an individual is able to act creatively and proactively especially to improve organizational performance, so that efforts to empower organizational structures make it easy for leaders to achieve organizational goals (Hakimi, van Knippenberg, & Giessner, 2010; Sharma & Kirkman, 2015; Stewart & Astrove, 2017).

Empowering leadership is a leader behavior that directly authorizes and delegates authority to the workforce, promotes, and decision-making abilities (Wong Humborstad, G.L. Nerstad, & Dysvik, 2014). The actions of leadership in delegating authority show the effectiveness of leadership abilities in managing the organization, so that the strength possessed by leaders is able to encourage work actors to be initiative and proactive in carrying out work actions, this is an effort to improve the worker's career and drive in improving individual performance success (Wong & Giessner, 2018).

The influence of *transformational leadership behavior on proactive personality*

Transformational leadership is leadership that is able to take action to change both individuals, teams and organizations, proactively demonstrating individual behavior to make changes to individual performance (Patiar & Wang, 2016; Holten., et.al., 2018). Transformational leadership shows the attitude of the leader who is able to transform ideas, motivations that influence the proactive attitude of the work actor to improve individual performance (Kim, 2014; Li, Wang, Gao, & You, 2017).

The influence of proactive personality on psychological capital

proactive is the actions of individuals to make changes, proactive actions influence the level of expectations, optimism, resilience and efficacy of individuals (Grant & Ashford, 2008). Proactive linkages with psychological capital describe changes in the organizational environment (such as motivation, integrity, creative, and innovative), proactive personality is a process of changing individual and social behavior, so the role of psychological capital is the key to success in developing performance (Harvey, Blouin, & Stout, 2006)

Psychological Capital mediates the relationship of proactive personality to individual performance

The success of individual performance leads to the proactive attitude of the workforce to achieve competitive advantage, the role of capital psychology has an impact on the influence of dimensional relationships to improve individual performance (Çavuş & Gökçen, 2014; Gokcen Kapusuz, 2018). Psychological capital factors are important as a dimension that provides encouragement for work actors to improve performance capabilities (Hmieleski & Carr, 2008).

CONCLUSION

Individual performance is a challenge for individuals to gain success. Achievement of results driven by individual competence factors, proactivity, creativity and innovation are the main factors driving individual abilities, but the success of individual performance is inseparable from leadership roles that empower individual competencies and transformational leadership and proactive personality. The role of capital psychology as a mediating variable that is involved in delivering previous variables in achieving individual performance success. The implication of this research is that the importance of organizations implementing empowering leadership that nurtures, encourages individuals to be more creative and innovative to improve performance. Then, transformational leadership behavior encourages individual attitudes to make changes in performance achievement and finally proactive

personality reflects the attitudes of individuals who always interact between work units in the organization, so that proactive actions encourage individuals to achieve career and performance success.

Future research is expected to further develop psychological capital factors as constructs that serve as antecedent and consequent variables and even collaborate with other constructs so that the relationship between variables can be a reinforcement in achieving organizational performance. Furthermore, the limitations of this study lack the dimensions of psychological capital and further research needs to be done to add dimensions as new measurements.

ACKNOWLEDGMENT

Thank you to Mrs. Prof. Wiwiek Rabiatul Adawiyah, SE., M.Sc., Ph.D. as a Corresponding Author and Mr. Dr. Ratno Purnomo, SE., M.Si, who contributed greatly to the perfection of this article.

REFERENCES

- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2017). Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge*, 4, 104–114. <https://doi.org/10.1016/j.jik.2017.07.003>
- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied Psychology*, 90(5), 945–955. <https://doi.org/10.1037/0021-9010.90.5.945>
- Alrowwad, A., Obeidat, B. Y., Tarhini, A., & Aqqad, N. (2016). The Impact of Transformational Leadership on Organizational Performance via the Mediating Role of Corporate Social Responsibility: A Structural Equation Modeling Approach. *International Business Research*, 10(1), 199. <https://doi.org/10.5539/ibr.v10n1p199>
- Alvesson, M., & Kärreman, D. (2016). Intellectual Failure and Ideological Success in Organization Studies: The Case of Transformational Leadership. *Journal of Management Inquiry*, 25(2), 139–152. <https://doi.org/10.1177/1056492615589974>
- Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *Empowering Leadership: Construct Clarification, Conceptualization, and Validation of a New Scale Stein*, 25(3), 487–511. <https://doi.org/10.1016/j.leaqua.2013.11.009>
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: the construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behaviour*, 269(October 1998), 249–269. [https://doi.org/10.1002/\(SICI\)1099-1379\(200005\)21](https://doi.org/10.1002/(SICI)1099-1379(200005)21)
- Avey, J. B., Reichard, R., Luthans, F., & Mhatre, K. H. (2011). Meta-Analysis of the Impact of Positive Psychological Capital on Employee Attitudes, Behaviors, and Performance. *Human Resource Development Quarterly*, 22(2). <https://doi.org/10.1002/hrdq>
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: current theories, research, and future directions. *Annual Review of Psychology*, 60, 421–449. <https://doi.org/10.1146/annurev.psych.60.110707.163621>
- Bakker, A. B., & Demerouti, E. (2014). Job Demands-Resources Theory. *Work and Wellbeing A Complete References Guide Vol. III, III*, 1–28. <https://doi.org/10.1002/9781118539415.wbwell019>
- Bakker, A. B., Tims, M., & Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. <https://doi.org/10.1177/0018726712453471>

- Bateman, Thomas, S., & Crant, J. M. (1993). The proactive component of organizational behavior : A measure and correlates. *JOURNAL OF ORGANIZATIONAL BEHAVIOR*, 14(1), 103–118.
- Bayo-Moriones, A., Galdon-Sanchez, J. E., & Martinez-de-Morentin, S. (2019). Performance appraisal: dimensions and determinants. *International Journal of Human Resource Management*, 0(0), 1–32. <https://doi.org/10.1080/09585192.2018.1500387>
- Bergeron, D. M., Schroeder, T. D., & Martinez, H. A. (2014a). Proactive Personality at Work : Seeing More to Do and Doing More ? *Journal of Business and Psychology*, 29(1), 71–86. <https://doi.org/10.1007/s10869-013-9298-5>
- Bergeron, D. M., Schroeder, T. D., & Martinez, H. A. (2014b). Proactive Personality at Work: Seeing More to Do and Doing More? *Journal of Business and Psychology*, 29(1), 71–86. <https://doi.org/10.1007/s10869-013-9298-5>
- Bouckennooghe, D., Zafar, A., & Raja, U. (2015). How Ethical Leadership Shapes Employees' Job Performance: The Mediating Roles of Goal Congruence and Psychological Capital. *Journal of Business Ethics*, 129(2), 251–264. <https://doi.org/10.1007/s10551-014-2162-3>
- Bresman, H., & Zellmer-Bruhn, M. (2012). The Structural Context of Team Learning: Effects of Organizational and Team Structure on Internal and External Learning. *The Structural Context of Team Learning: Effects of Organizational and Team Structure on Internal and External Learning*, 24(4), 1120–1139. <https://doi.org/10.1287/orsc.1120.0783>
- Carless, S. A., Wearing, A. J., & Mann, L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*, 14(3). <https://doi.org/10.1023/A:1022991115523>
- Carmona-halty, M., Salanova, M., Llorens, S., & Schaufeli, W. B. (2019). Linking positive emotions and academic performance: The mediated role of academic psychological capital and academic engagement. *Current Psychology, Springer Science Bus-Media*. <https://doi.org/10.1007/s12144-019-00227-8>
- Carsten, M. K., Uhl-Bien, M., & Huang, L. (2018). Leader perceptions and motivation as outcomes of followership role orientation and behavior. *Leadership*, 14(6), 731–756. <https://doi.org/10.1177/1742715017720306>
- Çavuş, M., & Gökçen, A. (2014). Psychological Capital: Definition, Components and Effects. *British Journal of Education, Society & Behavioural Science*, 5(3), 244–255. <https://doi.org/10.9734/bjesbs/2015/12574>
- Chandler, G. N., & Hanks, S. H. (1993). Measuring the performance of emerging businesses: A validation study. *Journal of Business Venturing*, 8(5), 391–408. [https://doi.org/10.1016/0883-9026\(93\)90021-V](https://doi.org/10.1016/0883-9026(93)90021-V)
- Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C. Y. (2019). A review of the effectiveness of empowering leadership. *Leadership Quarterly*, 30(1), 34–58. <https://doi.org/10.1016/j.leaqua.2018.08.005>
- Conger, J. A. (2011). Leadership: The Art of Empowering Others. *Academy of Management Executive*, 3(1), 17–24. <https://doi.org/10.5465/ame.1989.4277145>
- Crant, M. J. (1996). The Proactive Personality Scale as a Predictor of Entrepreneurial Intentions. *Journal of Small Business Management*, 34(3), 1–11.
- DeGroot, T., Kiker, D. S., & Cross, T. C. (2010). A Meta-Analysis to Review Organizational Outcomes Related to Charismatic Leadership. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences de l'Administration*, 17(4), 356–372. <https://doi.org/10.1111/j.1936-4490.2000.tb00234.x>
- Engellandt, A., & Riphahn, R. (2011). Evidence on incentive effects of subjective performance evaluations. *Industrial and Labor Relations Review*, 64(2), 241–257. <https://doi.org/10.1177/001979391106400202>

- Eva, N., Newman, A., Miao, Q., Cooper, B., & Herbert, K. (2019). Chief executive officer participative leadership and the performance of new venture teams. *International Small Business Journal: Researching Entrepreneurship* 1 –20, 37(1), 69–88. <https://doi.org/10.1177/0266242618808558>
- Fernandes, C., & Awamleh, R. (2004). The Impact Of Transformational And Transactional Leadership Styles On Employee’s Satisfaction And Performance: An Empirical Test In A Multicultural Environment. *International Business & Economics Research Journal*, 3(8), 65–76.
- Fuller, B., & Marler, L. E. (2009). Change driven by nature : A meta-analytic review of the proactive personality literature. *Journal of Vocational Behavior*, 75(3), 329–345. <https://doi.org/10.1016/j.jvb.2009.05.008>
- Gokcen Kapusuz, A. (2018). How Individuals Psychological Capital Mediate the Relationship Between Big Five Personality Traits and Burnout. *Journal of International Social Research*, 11(59), 951–959. <https://doi.org/10.17719/jisr.2018.2705>
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior* 28, 28(3), 3–34. <https://doi.org/10.1016/j.riob.2008.04.002>
- Guay, R. P. (2013). The relationship between leader fit and transformational leadership. *Journal of Managerial Psychology*, 28(1), 55–73. <https://doi.org/http://dx.doi.org/10.1108/MRR-09-2015-0216>
- Guay, R. P. (2013). The relationship between leader fit and transformational leadership. *Journal of Managerial Psychology*, 28(1), 55–73. <https://doi.org/http://dx.doi.org/10.1108/MRR-09-2015-0216>
- Guhr, N., Lebek, B., & Breitner, M. H. (2019). The impact of leadership on employees’ intended information security behaviour: An examination of the full-range leadership theory. *Information Systems Journal*, 29(2), 340–362. <https://doi.org/10.1111/isj.12202>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate Data Analysis* (Seven Edit). Person New International Editon. <https://doi.org/10.1038/259433b0>
- Hakimi, N., van Knippenberg, D., & Giessner, S. (2010). Leader empowering behaviour: The leader’s perspective. *British Journal of Management*, 21(3), 701–716. <https://doi.org/10.1111/j.1467-8551.2010.00703.x>
- Han, S., Harold, C. M., & Cheong, M. (2019). Examining why employee proactive personality influences empowering leadership: The roles of cognition- and affect-based trust. *Journal of Occupational and Organizational Psychology*, 1–32. <https://doi.org/10.1111/joop.12252>
- Handoko, H., & Tjiptono, F. (1993). Kepemimpinan Transformational Dan Pemberdayaan. *Jurnal Ekonomi Dan Bisnis Indonesia Vol 12 No . 3 Tahun 1997*, 8(1), 18.
- Harvey, S., Blouin, C., & Stout, D. (2006). Proactive personality as a moderator of outcomes for young workers experiencing conflict at work. *Personality and Individual Differences*, 40(5), 1063–1074. <https://doi.org/10.1016/j.paid.2005.09.021>
- Hazan Liran, B., & Miller, P. (2019). The Role of Psychological Capital in Academic Adjustment Among University Students. *Journal of Happiness Studies*, 20(1), 51–65. <https://doi.org/10.1007/s10902-017-9933-3>
- Hmieleski, K. M., & Carr, J. C. (2008). The Relationship Between Entrepreneur Psychological Capital and Well-Being. *Frontiers of Entrepreneurship Research*, 27(5), 1–13. Retrieved from <http://digitalknowledge.babson.edu/fer/vol27/iss5/3>
- Holten, A. L., Bollingtoft, A., Carneiro, I. G., & Borg, V. (2018). A within-country study of leadership perceptions and outcomes across native and immigrant employees: Questioning the universality of transformational leadership. *Journal of Management and Organization*, 24(1), 145–162. <https://doi.org/10.1017/jmo.2017.2>
- I. Wong Humborstad, S., G.L. Nerstad, C., & Dysvik, A. (2014). Empowering leadership,

- employee goal orientations and work performance. *Personnel Review*, 43(2), 246–271. <https://doi.org/10.1108/pr-01-2012-0008>
- Jensen, U. T., Andersen, L. B., Bro, L. L., Bøllingtoft, A., Eriksen, T. L. M., Holten, A. L., ... Würtz, A. (2016). Conceptualizing and Measuring Transformational and Transactional Leadership. *Administration and Society*, 51(1), 3–33. <https://doi.org/10.1177/0095399716667157>
- Jiang, Z. (2017). Proactive personality and career adaptability: The role of thriving at work. *Journal of Vocational Behavior*, 98, 85–97. <https://doi.org/10.1016/j.jvb.2016.10.003>
- Jin, C. H. (2017). The effect of psychological capital on start-up intention among young start-up entrepreneurs: A cross-cultural comparison. *Chinese Management Studies*, 11(4), 707–729. <https://doi.org/10.1108/CMS-06-2017-0162>
- K.Breevaart, & A.B.Bakker. (2017). Journal of Occupational Health Daily Job Demands and Employee Work Engagement: The Role of Daily Transformational Leadership Behavior. *Journal of Occupational Health Psychology*, 23(3), 338–349. <https://doi.org/10.1037/ocp0000082>
- Kim, A. C. H., Perrewé, P. L., Ferris, G. R., Newman, J. I., & Kim, M. (2018). The antecedents and consequences of positive organizational behavior: The role of psychological capital for promoting employee well-being in sport organizations. *Sport Management Review*, 22(1), 108–125. <https://doi.org/10.1016/j.smr.2018.04.003>
- Kim, H. (2014). Transformational Leadership, Organizational Clan Culture, Organizational Affective Commitment, and Organizational Citizenship Behavior: A Case of South Korea's Public Sector. *Public Organization Review*, 14(3), 397–417. <https://doi.org/10.1007/s11115-013-0225-z>