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THE EFFECT OF MODERATE LEADERSHIP BASED ON *TRI KAYA PARISUDHA* AND SOCIAL ATTITUDE ON EMPLOYEES' PERFORMANCE

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Abstract

This study aims to determine the effect of moderate leadership based on Tri Kaya Parisudha and social attitudes on employee's performance at STAHN Mpu Kuturan Singaraja, both separately and together. This research is an ex-post facto research. The population in this study were all 77 employees of STAHN Mpu Kuturan Singaraja who were directly used as research samples. The independent variable in this study are moderate leadership based on Tri Kaya Parisudha and social attitudes, while the dependent variable is employees' performance. The instrument used was a moderate leadership questionnaire based on Tri Kaya Parisudha, social attitudes, and employees' performance. The data analysis method used was multiple regression and partial correlation techniques. The results showed that: 1) there was a significant effect of moderate leadership based on Tri Kaya Parisudha on employees' performance, 2) there was a significant effect of social attitudes on employees' performance, and 3) there was a significant effect of moderate leadership based on Tri Kaya Parisudha and social attitudes towards employees' performance.

Keywords: moderate leadership, Tri Kaya Parisudha, employees' performance.

I. INTRODUCTION

Commonly each institution or organization has goals in developing itself for being better in many ways. The development of an institution or organization is strongly affected by the performance of its employees. Performance according to Mangkunegara (2004) is the result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Irawan (2000) states that performance is the result of concrete work, can be observed, and is the result of work achieved by employees in carrying out tasks based on a predetermined size and time. Smith (in Mulyasa, 2006:136) states that performance is "output drive from process, human or otherwise," therefore performance is the result or output of a process.

The performance of an employee at STAHN Mpu Kuturan Singaraja is predicted to be affected by several factors. These factors are moderate leadership based on *Tri Kaya Parisudha* and social attitudes.

According to the KBBI (2018) moderate means always avoiding extreme behavior or disclosure, tending to a dimension or middle way, willing to consider the views of other parties. A discussion of moderation cannot be separated from the word religious moderation (*moderasi beragama*). Meanwhile, Saifuddin (2019) means that religious moderation refers to an attitude of reducing violence or avoiding extremism in religious practice. Religious moderation is understood as a religious attitude that is balanced between the practice of one's own religion (exclusive) and respect for the religious practices of others with different beliefs (inclusive). This balance or middle ground in religious practice will undoubtedly prevent us from being extreme, fanatical and revolutionary in religion.

STAHN Mpu Kuturan is one of the Hindu institutes in Indonesia which must

strengthen the concept of religious moderation. The implementation of religious moderation has been implemented on campus, one of which can be seen in the performance of its leaders.

A leader is a person who has special skills or strengths in a specific field, which makes him able to influence others to jointly carry out certain activities to achieve one or more goals (Kartini Kartono, 2011: 181). A leader can also be interpreted as someone who can influence and guide others in order to follow his will without any compulsion to achieve the company/organization goals (Wiratmadja, 1995:20). The importance of the role of a leader in an organization requires an institution to find a leader who is able to protect all his subordinates. The leader must have a good manner and accountable in his words, actions, and thoughts.

In Hindu theory, good words, deeds, and thoughts are mentioned as *Tri Kaya Parisudha*. *Tri Kaya Parisudha* are three good behaviors including thinking in a good way (*manacika*), saying good words (*wacika*) and doing good actions (*kayika*) (Suhardana, 2007:32). A leader is expected to think in a right way (*manacika*), say a good or smooth words (*wacika*) and do good actions (*kayika*) in his daily activities. When a leader is able to provide a good example in thinking, saying, and acting, then the people he leads will always be in a safe and peaceful condition, which are far from trouble and fights (Suhardana, 2008: 99).

The main task of a leader in carrying out his leadership is not only limited on his ability to implement the programs. It is beyond, the leader must be capable to involve all levels of the organization, its members or community to play an active role. Furthermore, they will be able to make a positive contribution in achieving goals. Therefore, it is necessary for a leader to be rasionalist, open to criticism, and consistent between his behavior and words.

Moderate leadership based on *Tri Kaya Parisudha* is a type of leadership that

maintains tolerance in internal and among the religious followers. In moderate leadership based on *Tri Kaya Parisudha* a leader carries out his obligations as a leader by always prioritizing harmonization between leaders and subordinates, in order to create an exemplary leadership for the subordinates as well as employees. The harmonization between leaders and subordinates will certainly give a positive impact on improving their performance. This is also reinforced by the results of research conducted by Barkhowa, et al. (2017). The research proved that leadership has a positive impact on employees' performance. Furthermore, the results of research (Ritonga and Usman, 2015) states that the descriptive analysis of leadership variables have the most impact on employees' performance.

Another factor is social attitude. Social attitude is an important factor in supporting an employee in carrying out his duties and obligations. Employees who have a good social attitude will be able to think and work flexibly. The consideration will certainly help the employees to have a great contribution in the teamwork while carrying out their duties and obligations in the workplace. There is a strong relationship between cooperation among the employees and the quality of the work, which good cooperation will affect the high quality of work. Good quality of work is certainly very influential on the advancement of the institution, STAHN Mpu Kuturan Singaraja. It is strengthened by the results of research conducted by Sembiring (2018) that work attitudes have a high impact on improving the lecturers' performance at YPN Medicom Medan.

Based on the explanation above, it can be assumed that moderate leadership based on *Tri Kaya Parisudha* and social attitudes affect the employees' performance. However, how moderate leadership based on *Tri Kaya Parisudha* and social attitudes can influence the performance of employees at STAHN Mpu Kuturan Singaraja is not known and

empirically proven yet. Therefore, this study entitles The Effect of Moderate Leadership Based on *Tri Kaya Parisudha* and Social Attitudes towards Employees' Performance at STAHN Mpu Kuturan Singaraja.

The objectives of this study include: 1) to find out how much moderate leadership based on *Tri Kaya Parisudha* affect the employees' performance at STAHN Mpu Kuturan Singaraja, 2) to investigate how much social attitudes influence the employees' performance at STAHN Mpu Kuturan Singaraja, 3) to determine how much moderate leadership based on *Tri Kaya Parisudha* and social attitudes simultaneously affect the employees' performance at STAHN Mpu Kuturan Singaraja.

The research hypotheses include: 1) There is a significant effect of moderate leadership based on *Tri Kaya Parisudha* on the employees' performance at STAHN Mpu Kuturan Singaraja, 2) There is a significant effect of social attitudes on the employees' performance at STAHN Mpu Kuturan Singaraja, 3) There are a significant effect of moderate leadership based on *Tri Kaya Parisudha* and social attitudes in a simultaneously way on the employees' performance at STAHN Mpu Kuturan Singaraja.

II. METHOD

This type of research is quantitative research by taking the ex-post facto method. This research is also included in causal research, which is a study that involves collecting data to determine the existence of a relationship and the degree of relationship between two or more variables. The population in principle is all members of groups, objects, events, or animals who live in a place and are planned to be the final target of a study (Sukardi, 2003: 53). The population in this study were all 77 employees in STAHN Mpu Kuturan Singaraja. Since the population in this study was not too large, then all 77 employees in

STAHN Mpu Kuturan Singaraja were immediately used as research samples.

Research variables are anything in any form determined by the researcher to be studied in order to obtain any information about it, then conclusions are drawn (Sugiyono, 2016:38). There were two variables in a study, namely the independent variable and the dependent variable. Moderate leadership based on *Tri Kaya Parisudha* and social attitudes were independent variables, while the employees' performance of STAHN MPU Kuturan Singaraja was the dependent variable in this study.

The data collection method used in this research was questionnaire method. According to (Sugiyono, 2014:230), a questionnaire is a collection of data where the researchers providing a list of questions or written statements to be answered by respondents. The questionnaires used included: 1) moderate leadership questionnaire based on *Tri Kaya Parisudha*, 2) social attitudes, and 3) employee performance questionnaire of STAHN Mpu Kuturan Singaraja.

The requirement of an instrument can be used in a study is that the instrument needs to be valid. The validity of the instrument in this study includes content validity, which was assisted by two experts, then analyzed using the Gregory technique. Referring to the results of the expert test/judgment of the moderate leadership questionnaire instrument based on *Tri Kaya Parisudha*, social attitude questionnaire, and employee performance questionnaire of STAHN Mpu Kuturan Singaraja, the instrument coefficient was 1. It means that the validity of all questionnaires in this study is in the very high category.

Data analysis in this study was divided into three stages, namely: 1) data description stage, 2) analysis requirements testing stage, 3) hypothesis testing stage.

The description of the data is done by finding the mean (M), standard deviation (SD), mode (Mo), and median (Me) of each studied variable. To investigate the

tendency of each variable, the average ideal score of all research subjects was compared with the reality average. From the average, the tendencies are grouped into five categories with the theoretical framework norm of the ideal normal curve.

The analysis requirements testing stage in this study used 5 conditions, namely 1) Distribution Data Normality Test, 2) Linearity and Regression Coefficient Significance Test, 3) Multicollinearity Test, 4) Heteroscedasticity Test, and 5) Autocorrelation Test.

The data distribution normality test is carried out to determine whether the frequency distribution of scores on each variable is normally distributed or not. The Kolmogorov-Smirnov test can be used, with the following criteria: if $p > 0.05$ the data distribution is normal, otherwise if $p < 0.05$ the data distribution is abnormal.

The linearity test is carried out to determine the relationship form between the dependent variable and each of the independent variable. The guideline used to see linearity by examining the Dev. From Linearity column from the means module, while to see the significance of the regression direction, it is guided by the linearity column.

The multicollinearity test is to find out whether there is a high relationship or not between the independent variables. When there is a high relationship, it means that some similar aspects are measured in the independent variables. It is not feasible to use those independent variables to determine the joint contribution on the dependent variable.

Heteroscedasticity test is conducted to determine the homogeneity between the data groups of the dependent variable on each independent variable. The purpose of performing the autocorrelation test is to detect the constancy between the autocorrelation and the independent variables.

Data analysis techniques is used to test the hypothesis using multiple

regression techniques and partial correlation.

III. RESULTS AND DISCUSSION

The data which had been collected in this study included moderate leadership data based on *Tri Kaya Parisudha*, social attitude data, and employee performance data. Based on a descriptive analysis of the data, the results are showed in Table 0.1. as follows:

Table 1 The Results of Descriptive Data Analysis on Research Variables

Variable Statistics	X ₁	X ₂	Y
Mean	130,88	86,70	119,08
Median	131	87	120
Mode	122	93	107
Standard Deviation	7,85	9,33	11,19
Variety	61,61	87,11	125,28
Range	30	32	42
Minimum Score	118	68	96
Maximum Score	148	100	138
Total	10078	6676	9169

Keterangan:

X₁ = Moderate Leadership based on *Tri Kaya Parisudha*

X₂ = Sosial Attitude

Y = Employee Performance

The description of moderate leadership data based on *Tri Kaya Parisudha* had a mean of 130.88, standard deviation of 7.85, variety of 61.61, mode of 122, and median of 131, the highest score was 148, and the lowest score was 118. The average score of Moderate Leadership Based on *Tri Kaya Parisudha* was 130.88. These results indicate that the tendency of Moderate Leadership Based on *Tri Kaya Parisudha* could be categorized as very good.

The description of the social attitude data the mean was 86.70, the standard

deviation is 9.33, the variance was 87.11, the mode was 93, and the median was 87, the highest score was 100, and the lowest score was 68. The average score for the attitude variable social worker in obtained by 86.70. These results indicate that the tendency of employees' social attitudes could be categorized as very good.

In the employee performance data description can be seen the mean was 119.08, standard deviation was 11.19, the variance was 125.28, the mode was 107, and the median was 120, the highest score was 138, and the lowest score was 96. The average score of the performance variable employees in obtained 119.08. These results indicate that the tendency of employee performance in could be categorized as good.

The results of the analysis prerequisite test showed that: 1) the score of the moderate leadership variable based on *Tri Kaya Parisudha*, social attitudes, cooperation and employee's performance were normally distributed. 2) moderate leadership scores based on *Tri Kaya Parisudha*, and social attitudes with employee performance had a linear relationship. 3) regression between independent variables moderate leadership variables based on *Tri Kaya Parisudha*, social attitudes, and cooperation on employee performance did not occur multicollinearity between independent variables. 4) there was no multicollinearity issues between the independent variable and the dependent variable in this study. and 5) all variables had no autocorrelation.

Hypothesis testing in this study used multiple regression techniques and partial correlation. The results of the hypothesis test are presented as follows.

1) There was a Significant Effect of Moderate Leadership Based on *Tri Kaya Parisudha* on Employees' Performance.

The analysis result showed that the calculated F was 65.281 and the contribution was 46.5%. The effective

contribution of moderate leadership based on *Tri Kaya Parisudha* to employees' performance was 28.81%. It means that moderate leadership based on *Tri Kaya Parisudha* has a significant influence on employees' performance. The research hypothesis (Ha) which proposed that "there is a significant influence of moderate leadership based on *Tri Kaya Parisudha* on employees' performance at STAHN Mpu Kuturan Singaraja" was accepted.

The study results are in line with the results of research conducted by Gede and Putu (2018) entitled *The Effect of Leadership on Employees' Performance Moderated by Work Motivation at BPR around Sukawati District Gianyar Regency*. In the research, it was stated that leadership had a positive and significant effect on employees' performance. Hereafter, research conducted by Hasni, et al. (2020) entitled *The Effect of Leadership on Employees' Performance at PT. Win Access Telecommunication Palembang with job satisfaction as intervening variable*. In the research it was stated that the direct influence of leadership on performance was 41% while the influence of leadership on performance through job satisfaction as an intervening variable was 13%.

Furthermore, research conducted by Amrani, et al (2019) entitled *The Effect of Leadership on Employees Performance in Mayors Office South Jakarta*. The research stated that "leadership has a direct positive effect on the performance of employees in the South Jakarta Mayor's environment. This showed that if the leadership is run well it would result an increase in work effectiveness". Research conducted by Mulyadi (2020) with the title *The Influence of the Role of Leadership and Compensation on Employee Performance of PT Taiho Nusantara*. In his research, it was concluded that the role of leadership and compensation simultaneously influences the performance of its employees.

It is important for a leader to adopt the basics knowledge in carrying out his duties. In Hinduism teachings that basics knowledge that used by a leader as guidelines are *Tri Kaya Parisudha* ethics, by applying the concept of *Tri Kaya Parisudha* namely thinking in a good way (manacika), saying good words (wacika) and doing good actions (kayika) then a leader will be able to responsible for his performance and can create a harmonious and balanced relationship among those three existing components, in order to raise a positive impact on the community he leads (Susi, 2001).

Moderate leadership based on *Tri Kaya Parisudha* is divided into 4 (four) indicators, namely: structural leadership, facilitative leadership, supportive leadership, and participatory leadership. As viewed from structural leadership, leaders are able in making decisions quickly, emphasizing results and goals, assisting in implementing decisions, and strengthening relationships with government and local communities. The evidence could be seen through several collaborations carried out by the institution with government and private agencies in assisting the implementation of employees' performance at STAHN Mpu Kuturan Singaraja. The cooperation was in the form of memorandum of understanding toward hotels, education authorities, tourism authorities, banks, radio, prosecutors, foundations, other universities, and also PT Pos Indonesia.

In terms of facilitative leadership, the leader is able to provide the necessary resources, strengthen organizational policies, and take part in doing some works which can be done by the leader. It could be seen from the campus facilities which are increased simultaneously between the quality and quantity, the policies taken were able to satisfy service users, and the most important work for each educational institution was to fulfill the accreditation of all Study Programs in STAHN Mpu Kuturan that could be achieved in 2021.

The characteristics of supportive leadership include providing encouragement and appreciation, being friendly while doing approach, and always encouraging the work spirit. This can be seen from the daily life of the leaders at STAHN MPU Kuturan who often visit their subordinates to ask how far the program has been implemented and what obstacles they face. Leaders were also sincere to come home late if there was work that must be completed immediately.

A participative leadership will look at various issues through an open minded, seek input and advice with open attitude, involve others appropriately in decision making. leaders always hold a meeting before deciding or making a policy. This certainly has a positive impact on the progress of the institution, especially in STAHN Mpu Kuturan.

2) There was a Significant Effect of Social Attitudes on Employees' Performance

The results of the analysis showed that Freg was 56,297 and a contribution of 42,9%. The effective contribution of social attitudes toward employees' performance was 16.55%. This means that the proposed research hypothesis (Ha) is "there is a significant contribution of social attitudes to employee performance at STAHN Mpu Kuturan Singaraja" was accepted.

The result of this study is in line with the results of research conducted by Samsuri and Hari (2017) with the title The Effect of Attitude and Motivation on Employee Performance at MTsN Takeran, Magetan Regency. In his research, it was concluded that the Attitude variable had a positive influence on Employee Performance at MTsN Takeran, Magetan Regency. It means that when the work attitude of all employees were good in another word, it could be said that they were able to control their behavior, and emotions as well as the employees' attitudes who were able to control themselves, then the employees' performance will increase.

Further research conducted by Sya'baniah, et al. (2019) with the title The Influence of Attitudes and Personality on Employees' Performance (Study at the Ciamis District Social Service). In his research, it was concluded that: 1) Employees' performance was influenced by the positive attitude of employees. This showed that there was a positive influence of attitudes on employees' performance, 2) Employees' performance was influenced by the positive personality of employees. This showed that there is a positive influence of personality on employees' performance, 3) Employees' performance was influenced by positive attitudes and personality of employees. This showed that there was a positive influence of attitude and personality on employees' performance.

Social attitudes include being honest, able to communicate in a good way with friends when they are experiencing an obstacle in their work, being able to accept and respect differences in ethnicity, religion, race among others, and have a sense of tolerance toward others.

This was easily seen among employees when they felt undoubt asking or giving help when other friends needed it. Likewise, the sense of empathy was still very good, this was proven by the various calamities experienced by colleagues who always received support from other employees. Not only in terms of mourning, employees would share their joys and times, such as celebrating birthdays together, attending colleague's weddings, births, and other activities. During the Covid-19 pandemic, social care was also carried out such as collecting donations for those in need. Almost every 6 months the employees would take turns to become blood donors at PMI Buleleng. This was all done solely for humanity and caring for others.

3) **There was a Significant Effect of Moderate Leadership Based on *Tri Kaya Parisudha* and Social Attitudes on Employees' Performance**

The results of the analysis show that Freg was 46,861 and a contribution of 55.9%. This means that the research hypothesis (Ha) proposed, namely "simultaneously, there is a significant effect of moderate leadership based on *Tri Kaya Parisudha* and social attitudes on employees' performance at STAHN Mpu Kuturan Singaraja" was accepted.

Employee performance is very important in supporting the development of an organization or institution, as well as in STAHN Mpu Kuturan Singaraja. In this study it was proven that employees' performance was affected by two factors, namely moderate leadership based on *Tri Kaya Parisudha* and social attitudes.

Moderate leadership based on *Tri Kaya Parisudha* comes from the words moderation and *Tri Kaya Parisudha*. Moderation Refers to an attitude of reducing violence, or avoiding extremes in religious practice (Saifuddin, 2019). *Tri Kaya Parisudha* three good behaviors include thinking in a good way (manacika), saying good words (wacika) and doing good action(kayika) (Suhardana, 2007:32). So moderate leadership based on *Tri Kaya Parisudha* is leadership that avoids extreme behavior while still paying attention on well thinking, speaking, and acting. This kind of leadership will certainly bring harmonization in the employees' work life. Employees will feel safe and comfortable in carrying out their duties and obligations at work.

The next factor is social attitude. It is undeniable that humans will not be able to live alone as in carrying out their lives they must be able to interact socially, especially in overcoming obstacles or problems that occur in their lives. Likewise, in the world of work, an employee will certainly experience obstacles or problems in carrying out his duties and obligations. For

the one who has a high social attitude, it will be easy for him to overcome the obstacles or problems by asking help from colleagues. Therefore, social attitudes in the work life are very important things to be considered by the leader and also the employee in an institution.

According to the explanation above, it could be concluded that moderate leadership based on *Tri Kaya Parisudha* and social attitudes significantly affected employees' performance at STAHN MPU Kuturan Singaraja.

IV. CONCLUSION

Based on the results of the data analysis, it can be concluded that: 1) There was a significant effect of moderate leadership based on *Tri Kaya Parisudha* on employees' performance at STAHN Mpu Kuturan Singaraja with an effect of 46.5% and an effective contribution of 30.82%. 2) There was a significant effect of social attitudes on employees' performance at STAHN Mpu Kuturan Singaraja with an effect of 42.9% and an effective contribution of 25.07%. 3) There was a significant effect of moderate leadership based on *Tri Kaya Parisudha* and social attitudes on employees' performance at STAHN Mpu Kuturan Singaraja with an effect of 55.9%.

Suggestions for this study include: 1) leaders should always pay attention of their words, thoughts, and behaviors that do not deviate into extreme behavior, 2) employees must always prioritize optimal service so that in the future the institution will develop well, and 3) It is a welcome for other researchers to develop this research as well as taking the research as a reference in expanding their further research.

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