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## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND GREEN HUMAN RESOURCES MANAGEMENT ON COMPETITIVE ADVANTAGE MEDIATED BY SELF EFFICACY AT MIXUE OUTLETS IN CIKARANG

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### ABSTRAK

Perusahaan saat ini harus memiliki kemampuan untuk bersaing agar perusahaan tidak tersingkir oleh kompetitor lainnya. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh kepemimpinan transformasional dan manajemen sumber daya manusia hijau terhadap efikasi diri dengan keunggulan kompetitif sebagai variabel moderasi. Penelitian ini menggunakan metode kuantitatif dengan jumlah sampel adalah karyawan generasi milenial yang bekerja di Mixue di wilayah Cikarang dengan jumlah 60 responden. Penelitian ini diolah dengan menggunakan software pengolah data SmartPLS 3.0 dan pengumpulan data dilakukan melalui google form. Hasil penelitian menunjukkan bahwa: (1) terdapat pengaruh positif dan signifikan kepemimpinan transformasional terhadap keunggulan bersaing, (2) tidak terdapat pengaruh signifikan manajemen sumber daya manusia hijau terhadap keunggulan bersaing, (3) terdapat pengaruh positif dan signifikan efikasi diri terhadap keunggulan bersaing, (4) terdapat pengaruh positif dan signifikan kepemimpinan transformasional terhadap keunggulan bersaing jika dimediasi oleh efikasi diri, (5) terdapat pengaruh positif dan signifikan manajemen sumber daya manusia hijau terhadap keunggulan bersaing jika dimediasi oleh efikasi diri.

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### ABSTRACT

*Companies today must have the ability to compete so that the company will not be eliminated by other competitors. The purpose of this study was to determine the effect of transformational leadership and green human resources management on self-efficacy with competitive advantage as a moderating variable. This study uses a quantitative method with the sample size being millennial generation employees who work at Mixue in the Cikarang area with a total of 60 respondents. This research was processed using SmartPLS 3.0 data processing software and data collection was done through Google forms. The results showed that: (1) there is a positive and significant influence of transformational leadership on competitive advantage, (2) there is no significant influence of green human resources management on competitive advantage, (3) there is a positive and significant influence of self-efficacy on competitive advantage, (4) there is a positive and significant influence of transformational leadership on competitive advantage if mediated by self-efficacy, (5) there is a positive and significant influence of green human resources management on competitive advantage if mediated by self-efficacy.*

## INTRODUCTION

Business development in Indonesia is indeed relentless. With the globalization era, business people are required to continue to make developments to be able to compete with other business people. The business sector in Indonesia is very diverse, there are automotive, pharmaceutical, textile, to food and beverage. Food and Beverage (FnB) companies are one of the industrial sectors in Indonesia engaged in the food and beverage industry where Food and Beverage companies have mushroomed in Indonesia. The following is a graph of the development of Food and Beverage companies in Indonesia according to the Badan Pusat Statistik Indonesia :



Figure 1. The Development of Food and Beverage Companies in Indonesia  
Source : (Badan Pusat Statistik Indonesia, 2017 - 2022)

Currently, companies engaged in the Food and Beverage sector are hiring more millennial generation employees because millennial generation employees can be the new face of the company and can attract consumers well. According to Anna (2021), millennial generation employees have a different view of their work where millennial generation employees do not only think about salary, but they want a clear management where they work. At present, companies must realize that to be a superior company and have the ability to compete, they do not only focus on product quality, but also in terms of human resources (HR) so that the company will have superior value compared to other companies (Nurhayati et al., 2019).

Mixue is one example of a Food and Beverage company that employs many millennial generation employees because this company carries food and beverage branding that is suitable for consumption by all ages, especially young people. Mixue provides a wide range of ice cream, tea and coffee products with high quality but at

low prices so that many consumers are interested in buying Mixue products, in Indonesia alone, Mixue outlets have penetrated more than 1,000 outlets spread across various regions, especially in Cikarang. However, with the many 'invasions' of Mixue in various areas of Cikarang, it is possible that many new competitors will emerge in the future with more varied ideas and menus that will threaten the existence of Mixue itself so that management must continue to innovate and increase company value from all aspects so that Mixue has a competitive advantage or the ability to compete (competitive advantage) with new entrants in the food and beverage market.

Human resources are one of the sources of competitive advantage that has a very high potential because human resources consist of intellect, skills, attitudes, personal character, and also intellectual and cognitive processes that cannot be imitated by competing companies (Savitri et al., 2022) which is what causes companies to pay attention to their human resources so that companies can have a competitive advantage to be able to compete with competitors. The company's competitive advantage refers to the ability to remain in competition both now and in future competition (Chen et al., 2020; Yamin, 2020). The success of FnB companies especially in the ability to compete is inseparable from the role of leaders or managers in leading their employees. Transformational Leadership is one example of good leadership to improve the ability to compete where transformational leadership shows that a leader is an innovative, creative, and inspiring figure and guides employees so that they can work optimally in their company and can also become creative and innovative employees at work (Yangailo, 2023). Transformational leadership refers to leaders who inspire all their followers or employees so that they can do their best. Today's increasingly turbulent and increasingly fierce business competition encourages a leader to be able to always focus on his employees, so that employees can work hard to improve their performance and transformational leadership can be a good strategy for a leader to achieve sustainable business development and can increase competitive advantage (Setyaningrum, 2018).

The competitive advantage owned by the company is not only the role of the leader but also must arise from the employee's own personality. Employees can build self-efficacy in themselves where according to Shaheen & Al-Haddad (2018) in Tende

& Deme (2023) explains that self-efficacy is the ability of an independent individual to perform tasks and get positive results. Employees who have high self-efficacy then they have confidence in themselves to work optimally to complete their tasks to achieve company goals (Andre & Santoso, 2022).

In addition, the food and beverage industry must also pay attention to systems that can encourage wise environmental conservation where internally, the organization requires the role of all employees to be involved in the company's environmentally friendly operational activities (Dewanti, 2023). Implementing a green human resources management system can also be one of the strategies that companies can implement, especially food and beverage companies, in increasing competitive advantage to compete with competing companies. Green Human Resources Management in a company refers to the overall activities involved in the development, implementation, and ongoing maintenance of a system aimed at turning ordinary employees into green employees to achieve company goals and can also make a significant contribution to environmental resilience (Setyaningrum, 2023). Companies that implement green human resources management can increase company and employee awareness to carry out all operational activities that are environmentally friendly. A company that has a good human resources management system can improve organizational performance in increasing competitive ability (Oscar Ong et al., 2022).

## LITERATURE REVIEW

### Transformational Leadership

According to Siswatiningsih, Raharjo & Prasetya (2019), transformational leadership is a leadership concept based on the influence and relationship between leaders and followers or subordinates. The idea of transformational leadership combines ideas developed with character, style, and contingency approaches. Transformational leadership is a leadership concept that is considered as one of the leadership that can bring creativity and innovation in an organization and transformational leadership can create leaders who can anticipate, think critically, be

flexible and can also work together with fellow colleagues so that company goals can be achieved properly (Darma, 2021).

### **Green Human Resources Management**

Green Human Resources Management (GHRM) according to Nawafleh (2020) is a policy, practice, and also a system in a company that provides motivation in the form of green practices to all employees for the benefit of humans, business and nature. The implementation of GHRM in a company is one of the important things that must be done because over time, companies must be able to create an eco-friendly management, not only for nature but also for employees and businesses, especially for food and beverage companies that are closely related to nature. In addition, GHRM practices are also a fundamental resource with the aim of maintaining the environment and business in a sustainable manner so that GHRM practices are needed to maintain the company's competitive advantage (Almada & Borges, 2018).

### **Self-Efficacy**

According to Shaheen & Al-Haddad (2018) in Tende & Deme (2023), self-efficacy is an ability possessed by an independent individual to carry out a task and get positive results. In companies, self-efficacy can be interpreted as the ability of employees to be able to carry out their work well and get maximum results and in accordance with company goals. In addition, self-efficacy also refers to self-assessment of one's creative ability or potential as an effort and choice of activities to achieve creative results (Maria et al., 2022 dalam Hasna et al., 2023).

### **Competitive Advantage**

According to Yamin (2020) in Muis & Isyanto (2021), competitive advantage is an organization's ability to acquire, integrate, and reconfigure its resources in response to evolving and changing customer demands. A company must have a competitive advantage where this ability can provide strength for the company to compete with other similar companies. Competitive advantage can be defined as the extraordinary

ability of human resources in a company to utilize unique resources to meet customer needs and wants.

## CONCEPTUAL FRAMEWORK

Based on the literature review above, the following is the design in this research which can be seen in Figure 2:

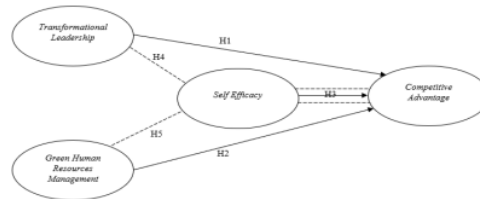


Figure 2. Conceptual Framework Image

Based on the conceptual framework, the researcher draws a hypothesis, namely :

H1 : There is an influence between transformational leadership on competitive advantage in millennial generation employees at Mixue Cikarang branch.

H2 : There is an influence between green human resources management on the competitive advantage of millennial generation employees at Mixue Cikarang branch.

H3 : There is an influence between self-efficacy on the competitive advantage of millennial generation employees at Mixue Cikarang branch.

H4 : There is an influence between transformational leadership on competitive advantage mediated by self-efficacy in millennial generation employees at Mixue Cikarang branch.

H5 : There is an influence between green human resources management on competitive advantage mediated by self-efficacy in millennial generation employees at Mixue Cikarang branch. .

## METHODS

This research was conducted by surveying the population of employees working at Mixue Cikarang Branch with a sample of 60 respondents who were saturated samples and the focus of this research was on transformational leadership,

green human resources management (GHRM), self-efficacy, and also competitive advantage. The sample data collection technique is using a purposive method with the following criteria: (1) working at Mixue in Cikarang, (2) millennial generation employees born between 1980-2000. The questionnaire was distributed to 60 respondents and the scale technique in this study used a Likert scale with a scale choice of 1 to 5. Primary data collection was carried out by distributing questionnaires to respondents and questionnaires in the form of Google forms (Google Form). The data analysis technique was carried out using the Smart PLS 3.0 data processing application. The variables studied, operational definitions, indicators, measurement scales and reference sources can be seen more clearly in table 1.

**Tabel 1. Operational Definitions**

No	Variables and Sources	Operational Definitions	Indicators	Measurement Scales	
1	<i>Transformational Leadership</i> (Rizki et al., 2019)	The leadership process in an organization that involves other people and aims to create good relationships and can increase motivation and good morale in leaders and employees.	Consists of 4 indicators: <ul style="list-style-type: none"> <li>• Idealized Influence</li> <li>• Motivation</li> <li>• Intellectual Stimulation</li> <li>• Individual</li> </ul>	Score 1 Strongly Disagree	Score 5 Strongly Agree
2	<i>Green Human Resources Management</i> (Wijonarko & Wirapraja, 2022)	GHRM is a part of a company or organization that contains human resource efforts that aim to transform the organization's employees into green employees with a vision to achieve the organization's sustainability goals as well as competitive advantage.	Consists of 4 indicators : <ul style="list-style-type: none"> <li>• Employee Life Cycle</li> <li>• Rewards and Training</li> <li>• Employee Empowerment</li> </ul>	Score 1 Strongly Disagree	Score 5 Strongly Agree
3	<i>Self-Efficacy</i> (Alam, 2018)	The ability of an independent individual to carry out a task and get positive results, especially in the company.	Consists of 3 indicators : <ul style="list-style-type: none"> <li>• Magnitude</li> <li>• Strength</li> <li>• Generality</li> </ul>	Score 1 Strongly Disagree	Score 5 Strongly Agree
4	<i>Competitive Advantage</i> (Sibarani et al., 2020)	A competitive advantage that must be owned by a company where the company or organization can operate more efficiently by improving product quality and also improving employee quality.	Consists of 5 indicators : <ul style="list-style-type: none"> <li>• Maximize company sales</li> <li>• Create effective employee performance</li> <li>• Product quality</li> <li>• Service quality</li> <li>• Product excellence</li> </ul>	Score 1 Strongly Disagree	Score 5 Strongly Agree

## RESULTS

### Respondent's Demographic

The following is the demographic profile of the 60 respondents who participated in this study, which includes age, gender, latest education, and length of work which can be seen in table 2.

<http://jurnal.umt.ac.id/index.php/dmj>

**Tabel 2. Respondents' Demographic Profile**

Respondents' Characteristics	Frequency	Percentage (%)
<b>Gender :</b>		
Male	39	65%
Female	21	35%
Total	60	100%
<b>Age :</b>		
21 - 25 y.o	48	80%
26 - 30 y.o	12	20%
Total	60	100%
<b>Latest Education :</b>		
SMA/ sederajat	44	73%
S1	16	27%
Total	60	100%
<b>Length of Employment :</b>		
1 - 2 years	60	100%
Total	60	100%

From the data obtained, shows the results of respondent characteristics based on the gender of employees who work at Mixue Cikarang branch are dominated by male employees with a percentage of 39 employees (65%) spread across several branches and the rest are female employees with a total of 21 (35%). In addition, the age composition of employees who work at Mixue Cikarang branch is dominated by employees aged 21-25 years (48%) and the rest are 26-30 years (12 years) which shows that employees who work at Mixue Cikarang are millennial generation employees. Based on the table above, for the latest education, Mixue Cikarang employees are dominated by employees who have the latest high school / equivalent education with a percentage of 44 employees (73%) and S1 education as many as 16 employees (27%). Furthermore, seen from table 2 above, the length of work of employees who work at Mixue Cikarang area shows that all employees work for 1 - 2 years, this shows that employees have been working at Mixue Cikarang branch for quite a long time.

Tabel 3. Validity Analysis

Source : Data Processed with SmartPLS 3.0, 2023

Variabels	Indicators	Loading Factors	Validity	Loading Factors	Validity	AVE
Transformational Leadership	TL1	0.822	Valid	0.840	Valid	0.536
	TL2	0.785	Valid	0.788	Valid	
	TL3	0.752	Valid	0.765	Valid	
	TL4	0.760	Valid	0.764	Valid	
	TL5	0.696	Valid	0.692	Valid	
	TL6	0.642	Valid	0.640	Valid	
	TL7	0.687	Valid	0.701	Valid	
	TL8	0.716	Valid	0.715	Valid	
	TL9	0.264	Invalid	Dropped		
	TL10	0.681	Valid	0.658	Valid	
Green Human Resources Management	GHRM1	0.727	Valid	0.747	Valid	0.513
	GHRM2	0.692	Valid	0.709	Valid	
	GHRM3	0.685	Valid	0.691	Valid	
	GHRM4	0.755	Valid	0.759	Valid	
	GHRM5	0.426	Invalid	Dropped		
	GHRM6	0.750	Valid	0.733	Valid	
	GHRM7	0.662	Valid	0.663	Valid	
	GHRM8	0.720	Valid	0.710		
Self-Efficacy	SE1	0.847	Valid	0.862	Valid	0.758
	SE2	0.866	Valid	0.869	Valid	
	SE3	0.861	Valid	0.866	Valid	
	SE4	0.852	Valid	0.853	Valid	
	SE5	0.821	Valid	0.831	Valid	
	SE6	0.895	Valid	0.902	Valid	
	SE7	0.886	Valid	0.900	Valid	
	SE8	-0.204	Invalid	Dropped		
	SE9	-0.123	Invalid	Dropped		
	SE10	0.867	Valid	0.867	Valid	
	SE11	0.440	Invalid	Dropped		
	SE12	0.411	Invalid	Dropped		
	SE13	0.316	Invalid	Dropped		
	SE14	0.427	Invalid	Dropped		
Competitive Advantage	CA1	0.811	Valid	0.809	Valid	0.722
	CA2	0.912	Valid	0.901	Valid	
	CA3	0.767	Valid	0.814	Valid	
	CA4	0.812	Valid	0.870	Valid	
	CA5	0.499	Invalid	Dropped		
	CA6	0.052	Invalid	Dropped		
	CA7	0.559	Invalid	Dropped		

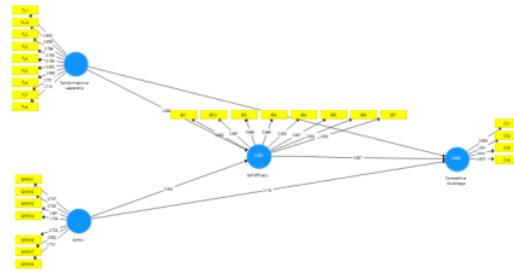


Figure 3. Outer Model

### Reliability Test

According to Ghozali (2011) in Yuningsih et al (2023) the reliability test serves to measure whether the indicators of a variable are reliable or not. Indicators are called reliable if the composite reliability value is  $> 0.7$  and the Cronbach's alpha value is  $> 0.6$ .

Table 4. Reliability Analysis

	Cronbach's Alpha	Composite Reliability
Transformational Leadership	0.891	0.912
GHRM	0.843	0.881
Self-Efficacy	0.954	0.962
Competitive Advantage	0.871	0.912

Source : Data Processed with SmartPLS 3.0, 2023

### Hypotesis Test

Table 5. Hypotesis Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Transformational Leadership -> Competitive Advantage	0.199	0.193	0.074	2.678	0.008
GHRM -> Competitive Advantage	0.116	0.123	0.109	1.07	0.285
Self-Efficacy -> Competitive Advantage	0.681	0.679	0.098	6.967	0.000
Transformational Leadership -> Self-Efficacy -> Competitive Advantage	0.203	0.204	0.081	2.509	0.012
GHRM -> Self-Efficacy -> Competitive Advantage	0.377	0.385	0.109	3.457	0.001

1. There is a positive and significant influence of transformational leadership on competitive advantage. This result is strengthened by the result of previous

research written by Yangailo (2023) which states that transformational leadership has a positive significant effect on competitive advantage.

2. There is no significant influence of green human resources management on competitive advantage. This result is strengthened by the result of previous research written by Nawafleh (2020) which states that green human resources management do not affect competitive advantage.
3. There is a positive and significant influence of self-efficacy on competitive advantage. This result is strengthened by the result of previous research written by Yangailo (2023) which states that self-efficacy has a positive significant effect on competitive advantage.
4. There is a positive and significant influence of transformational leadership on competitive advantage if mediated by self-efficacy. This result is strengthened by the result of previous research written by Asad et al., (2021) which states that self-efficacy variable can mediate the transformational leadership variable. From this study, it can be concluded that the role of leadership accompanied by awareness from within employees to get the job done (self-efficacy) is also very important to provide strength for the company to increase competitive advantage.
5. There is a positive and significant influence of green human resources management on competitive advantage if mediated by self-efficacy. This result is strengthened by the result of previous research written by Farooq et al., (2022) which states that self-efficacy variable can mediate the green human resources management. From this study, it can be concluded that with green human resources management implemented by management, employees will also be able to feel the benefits of GHRM which causes an increase in their quality of work. Improving the quality of work can create a competitive advantage for a company.

## CONCLUSION AND SUGGESTION

Competitive advantage must be one of the points owned by the company where business competition at this time is growing and very rapid. Companies must be able

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to find ways to improve the quality of the company so that the company can have a competitive advantage to be able to compete with competing companies, especially food and beverages companies that always have intense market competition.

Improving the company's competitive advantage does not focus on just one role, but requires the role of the leader, the management as a whole, and also the employees themselves. Transformational leadership make the leader can bring creativity and innovation in an organization and transformational leadership can create leaders who can anticipate, think critically, be flexible and can also work together with fellow colleagues so that company goals can be achieved properly.

Implementing green human resources management in a company can also be a way to increase the company's competitive advantage, especially food and beverage companies where the purpose of implementing GHRM in the company not only serves to create environmentally conscious employees, but also to integrate a good work ethic into the daily working lives of employees. If the company has good quality human resources, then it can also increase the company's competitive advantage.

In addition, self-efficacy is the ability to assess oneself and also a person who feels capable and has the creative potential to do work optimally and provide creative results, especially in the company. The creation of self-efficacy is inseparable from the role of leaders and companies so that employees can be able to build confidence and feel that they are able to do a good job and can achieve the goals that have been made by the company. The existence of employees who have high self-efficacy, shows that the quality of human resources in a company is very good, it can be one of the plus points to increase the company's competitive advantage so that all parties in the company must contribute to each other to be able to increase the company's competitive advantage.

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