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***Correspondence:**
mudrifah@umm.ac.id

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Office:
Department of Accounting
University of
Muhammadiyah Malang
GKB 2 Floor 3.
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High Involvement Work System and Performance: Evidence from Indonesian Banking Sector

Nazaruddin Malik[1] and Mudrifah[2*]

Afiliation:
[1]Management Department, Faculty of Economics and Business, University of Muhammadiyah Malang, Malang, East Java, Indonesia
[2]Accounting Department, Faculty of Economics and Business, University of Muhammadiyah Malang, Malang, East Java, Indonesia

ABSTRACT

This research aims to analyze the effect of High Involvement Work System (HIWS) and technologies adaption on the performance in Indonesian banking sector and also determine whether the perceived leadership behavior successfully moderating the effect of HIWS and technologies adaption on the banking sector performance in Indonesia. The data of 96 respondents were conducted by questionnaire that measured using the 1 (totally dissagree) to 5 (totally agree) Likert score and analyzed using the associative method using PLS software. The result indicates that the application of HIWS in the banking sector has a positive but not significant effect on the performance. While the test results state that technologies adoption significantly influences positive performance in the banking sector. For moderation variables in the form of perceived leadership behavior weaken the influence of HIWS on performance, otherwise, it strengthen the influence of technology adoption on the performance of Indonesian banking sector.

KEYWORDS: Banking Sector Performance; HIWS; Perceived Leadership Behavior; Technology Adoption

INTRODUCTION

The evaluation of bank performance has important results for creditors, investors and stakeholders because it determines the ability of banks to compete in this sector and has an interest in business development. In the environment in which financial markets are entering into an integration process and speedy and radical changes take place due to technological developments, it is important to ensure and maintain performance efficiency so that banks can contribute to sustainable development and fulfill the role they have assumed for the allocation of resources (Reed, 2019). But the problems arise since knowledge is not evenly distributed within an organization. The distribution of the performance among individuals, teams, and / or units is imperative for organizations to identify, capture, create, and accumulate their knowledge to facilitate both resource structure and capacity building, which has been found to significantly increase firm performance (Wang *et al.*, 2014).

Moreover, in terms of solid observation, audit and investment policies, beyond the financial performance of the banks, their non- financial performances through the criteria such as pricing, productivity and delivery service must also be measured for all stakeholders (Adam, 2014). Surely, both financial and non- financial performance cannot be separated from the implementation of strategic human resources management (SHRM).

SHRM not only refers to the implementation of policies and practices, but also to link human resource strategies and established business strategies. Local authorities who are interested in improving and becoming more efficient realize that satisfying customer needs is the reason for their existence, and this is must be the main principles of their employee's behavior, skills and attitude. Nevertheles, as an employee, they also want to know the level of ability of the company where the employee works to provide wages and other social security in return for the work done. Employees must also assess the company's development and prospects to determine the choice of steps that must be taken in connection with the continuity of its work. If the company is not healthy then there is a possibility of dismissal or reduction of financial compensation. Financial statements can be used as a basis for assessing the level of eligibility of bonuses received by comparing it to the company's profits for the period concerned. Financial statements that are in accordance with financial accounting standards are also a reference for making decisions related to the continuity of tenure. If the company does not improve employee welfare, employees will immediately resign from the company.

In addition, the term high-involvement work system provides a set of practices aimed at improving employee performance by increasing employees' skills and motivation (Li *et al.*, 2018; Zhou *et al.*, 2019). This system seeks employee commitment, increases employee efforts. It tries to meet the needs of work through a well-coordinated policy. HIWS are defined in four attributes (Ruiz Sánchez, 2015) these are: (a) employees have the right to make decisions and participate in decision making; (b) information relevant to the task is shared correctly and thoroughly to all units; (c) employees are given the training needed to do their job; and (d) employees are rewarded for participating in decision making, information sharing, and training to influence the division performance positively.

Furthermore, technology adoption in banking sector causing defined by resource- related factors, factors associated with training, skills, knowledge and computer experience, attitudinal and personality factors, and cultural factors. Some studies found that electronic banking customer satisfactions are depending upon on performance of the channel used (Khurshid *et al.*, 2014; Gupta & Yadav, 2017). Besides that, the customer characteristics, and the type of financial operation, are also identified as important factors influencing this

process acceptance (Bhatt & Bhatt, 2016; Reid & Sanders, 2019). Moreover, according to Kumar & Reinartz (2018) loyalty is geared more on behavior and when a customer is loyal, he or she exhibits purchase behavior. However, in e-service scenario, loyalty towards the services is enough to be defined as electronic technology adoption such in electronic banking services can increase the performance in general (Tunay *et al.*, 2019).

In addition, perceived leadership behavior plays an important role in the growth and performance of an organization. Changes in organizational structure, vision and leadership are inevitable in any institution. Leadership style is a special characteristic that distinguishes a leader from another and this powerful force is what pushes an employee or employees to complete a task that produces maximum results (Awamleh *et al.*, 2005; Anyango, 2015; Manzoor *et al.*, 2019) . In term of the banking sector, leaders/leadership plays a vital role in the accomplishment of these goals and encourages employee's performance by satisfying them with their jobs. Likewise, the educational institutes in Pakistan undergo various difficulties in teaching/ learning, infrastructure and resource, teacher/lecturer recruitment, institute organization, parental involvement and political pressure deriving from swift technological breakthroughs, increasing demand, rising need for quality, diffusion of knowledge, competitiveness, changing nature of funding mechanisms and globalization (Torlak & Kuzey, 2019).

Based on the above arguments, performance is meassured by using five principals of goal setting theory that owned by Locke & Latham (2019). HIWS and technologies adoption as the independent variables in this research consists of training and development, pay and reward system for the employees, perceived usefulness, perceived ease of use and attitude toward using. The issue of leadership is considered an essential component of Industrial and Organizational.

So that, to differenciate this research with the prior researches, the perceived leadership behavior has been examined and challenged in this context as a moderating variable. Thus, this research aims to analyze the effect of HIWS and technologies adaption on the financial performance in Indonesian banking sector. This research also determine whether the perceived leadership behavior successfully moderating the effect of HIWS and technologies adaption on the banking sector financial performance in Indonesia.

Performance and Performance Measurement System

Performance is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract (Taouab & Issor, 2019). Assessment of the company's performance is very important for the company to know the allocation of assets owned effectively and efficiently in order to achieve goals company that is obtaining maximum profit to maintain the company's existence. Companies that want still maintaining its existence is necessary to conduct an evaluation or assessment on company performance. Measurement of performance is a strategy for managing the company in order to survive and compete.While development is a long-term educational process that uses systematic and organized procedures that managerial staff learn conceptual and theoretical knowledge to achieve general goals (Sojourner *et al.*, 2014; Dee & Wyckoff, 2015; Imberman & Lovenheim, 2015).

Goal Setting Theory

This theory emphasizes the importance of the relationship between the goals set and performance resulting from. The basic concept is someone who is able to understand the goal expected by the organization, then that understanding will affect his work behavior. Goal-setting theory (Locke & Latham, 2019) implies that an individual has commitment to achieving its goals, then that commitment will influence his actions and affect the consequences of his performance (Robbins & Judge, 2012). Achievements for the goals (objectives) set can be seen as goals / levels performance to be achieved by individuals. In term of aspects such as years of service, number of years and full time of work can have an effect on the performance of an employee. Performance is also a making, work implementation, work performance, work implementation which is efficient. Besides the notion of performance is a work of a worker, a process management or an organization as a whole, where the results of the work evidence must be demonstrated concretely and can be measured. Locke's Goal Setting Theory gave us the blueprint for modern workplace motivation by making the direct relationship between goals, productivity and employee engagement both clear, and actionable (Locke & Latham, 2019). There are five principles of Locke's Goal Setting Theory:

Clarity is defined as productive, clear, and measurable goals. Goals must be well defined, have clear deadlines and reduce information that does not lead to expectations and achievements.

Challenging

A challenging goal is a goal with a level of difficulty that motivates individuals to give more effort to reach the goal. When individuals feel challenged, there is interest and the need to achieve these goals. Challenging goals create confidence in the process of achieving. This is balanced with optimism, confidence in completing challenges that must be done to achieve goals.

Commitment

Commitment is an effort to exert all abilities, time and energy in pursuing, obtaining, and maintaining its objectives. Commitment relates to the level of difficulty of the task, which is to receive a goal with a high level of difficulty so that it is motivated and inspired to achieve the goal. Commitment arises because individuals feel part of achieving goals. Commitment appears in the involvement of making plans, setting goals, and decision making processes.

Feedback

Feedback is feedback given when an individual does something to pursue a goal. In making goals, monitoring and feedback are needed in the form of evaluations to find out the constraints experienced, the extent to which the process of achieving goals is done, providing solutions and the need for additional resources. Monitoring and evaluation is more influential if done by oneself than other people or the environment.

Complexity Task

A goal consists of several interconnected and complex things to accomplish. Complex goals ensure that individuals find it difficult to achieve them, so they must have sufficient time, obtain training and guidance to achieve them.

HIWS and Performance in Banking Sector

HIWS is the way in which people do their work in organizations. They are associated with a high level of participation in the work process (Song *et al.*, 2020), such as a high level of control over how to do individual tasks or a high level at the team or work place in work procedures.With a such approaches, employees participate more fully in decision making than is observed when work practices are highly controlled by technology, by bureaucratic rules or by managerial oversight. The better implementation of HIWS is accompanied by increased investment in human resources, such as better two-way communication, greater training and higher salaries.

Training and development

According to Garba (2019) suggests that training is a short-term educational process that uses systematic and organized procedures, non-managerial employees learn technical knowledge and skills in limited goals. Whereas development is a long-term educational process that uses systematic and organized procedures in which the managerial employee learns conceptual and theoretical knowledge to achieve general goals (Ilelah & Ali, 2019; Suparjo & Sunarsih, 2019).

Payment system

Shapiro et.al. (2019) argue that the payment system is actually quite simple: it defines the procedures, rules, standards and some instruments used to exchange financial value between two parties carrying out an obligation. Awards are incentives that link payments on the basis of increasing employee productivity in order to achieve competitive advantage (Daley, 2012; Noe *et al.*, 2017; Stewart & Brown, 2019). Furthermore, training and development according to Cohen (2017) suggests that training is a short-term educational process that uses systematic and organized procedures, non- managerial escorts to learn technical knowledge and skills in limited goals.

H_1 : HIWS has a positive effect on performance

Technologies Adaption and Performance

Innovations carried out as a result of technology expansion such as mobile banking we commonly refer to as M-banking. M-banking is a financial service that uses cellular networks that can be done via mobile phones. M-banking has a great potential to complement and provide financial services for people who do not have a bank account through widely known technology (Lule *et al.*, 2012).

In addition, several existing models have been used to investigate technology adoption. Many studies suggest that the adoption of cellular services is sourced from the Technology Acceptance Model (TAM) proposed by Davies in 1986. This model was originally designed to predict the acceptance of Information Technology users and their use in organizational relations. TAM urges on the intention to use certain technologies or services; it must be a widely applied model for user acceptance and use. Some agree, a meta-analysis on TAM that has shown it is a valid and powerful model for predicting user acceptance (Lule *et al.*, 2012). Prior studies (Park *et al.*, 2012; Shaikh & Karjaluoto, 2015; Choi & Kim, 2016; Revythi & Tselios, 2019) had proved that TAM, was also the first model that established external variables as key factors in studying technology adaption that has positive impact on organizational performance.

H_2: Technology adoption has a positive effect on performance

Perceived Leadership Behavior

Most people develop their own ideas about the nature of leaders and leadership. These concepts are based on less naive or idiosyncratic personal agreements that have been implemented under the heading of "the implicit leadership-ship theory" (Lord *et al.*, 1984). One of the main statements of this theory is that leadership is in the "eye of the beholder": it is a social label that is associated with individuals if one of the two conditions prevails: both their personality and behavior are quite compatible with the observer's beliefs about the leader, or the observer considers the success or failure of the group on the activities felt by the leaders. In this context leadership is defined as the ability of individuals to influence, motivate, and enable others to contribute to the effectiveness and success of the organizations that are members. Based on responses, six dimensions of global leadership were identified (Chhokar *et al.*, 2013): (1)charismatic/value-based leadership, (2).team-oriented leadership, (3). participatory leadership, (4). humane oriented leadership, (5). autonomous leadership, and (6). self-protected leadership.Of these, charismatic leadership contributed most to the making of outstanding leaders that increase the organizational performance indirectly.

H_3: Perceived leadership behavior has successfully moderating the effect of HIWS on performance

H_4: Perceived leadership behavior has successfully moderating the effect of technology adoption on performance

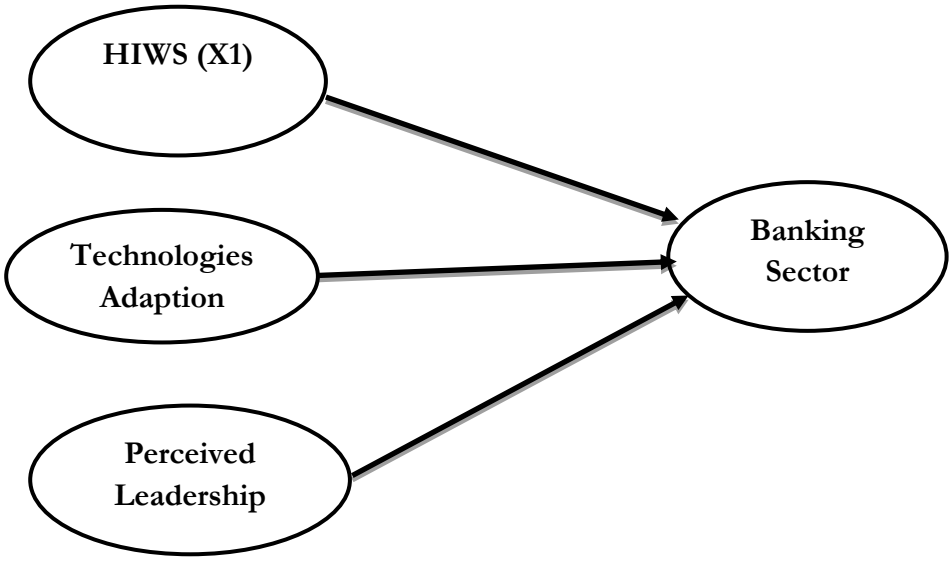

Figure 1. Framework

METHOD

The types of research and sampling techniques

This research is a type of causality, aims to measure exogenous variables, namely HIWS and Technologies adoption on endogenous variables of Banking sector performance with moderate variables in the form of perceived leadership behavior. Futhermore, probability sampling with a simple random sampling method was used for the sampling technique in this study. Sampling with probability sampling, which is a sampling technique that considers the same opportunities for each population as a sample. Whereas simple random sampling is random sampling as a member of the population regardless of the population

level (Sugiyono, 2014). The number of samples for this study were 96 employees engaged in the banking sector.

The types of data and data acquisition techniques

The types of data is a primary data. Primary data is data collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources. In this research, the data was obtained by distributing questionnaires containing indicators related to the variables. This study uses a questionnaire in which a number of questions or written statements have been given to respondents to obtain information from respondents. The statements in the questionnaire were measured using the 1 (totally dissagree) to 5 (totally agree) Likert score to scale 1-5 to get data that was interval given a score or value (Mudrifah & Rokhmawati, 2019).

The data analysis techniques

The data in this study were analyzed using the associative method using PLS software analysis tools. The purpose of using PLS is to predict by getting the value of latent variables. The formal model defines latent variables as linear aggregates of the indicators. For example, data must be distributed normally, the sample does not have to be large. Besides being able to be used to confirm theories, PLS can also be used to explain the presence or absence of relationships between latent variables (Ghozali, 2014). Moreover, PLS can simultaneously analyze the construct that is formed with reflective and formative indicators. The formal model defines latent variables is a linear aggregate of the indicators. Estimated weights for assessing the components of latent variables are based on how the inner model (the structural model that connects the latent variable) and the outer model (the measurement model, which is the relationship between indicators and constructs) is determined. The result is a residual variant of the dependent variable.

The parameter estimation obtained with PLS can be categorized into three. First, the weight estimate is used to create latent variable scores. Second, it reflects path estimation (path estimate) which links latent variables between latent variables and their indicators (loading). Third, related to the parameters of the average value of the regression constants for indicators and latent variables. To get these three estimates, PLS uses a 3 step process, each step producing results. The first stage, produces weight estimates, the second stage provides estimates for the inner and outer models, and the third stage provides estimates. (Haryono, 2017).

RESULTS AND DISCUSSION

The table 1 shows that the number of male and female respondents is almost balanced by a ratio of 55 to 41 or 57% compared to 48% and having a difference of 9% only. Futhermore, most of the respondent are aged 26-35 years and has the highest level of education bachelor degree. Also, 96 respondents were permanent employees while the rest were temporarry employees. Based on the operational variables of this research, a model was formed which was then run using PLS-Algorithm to test the feasibility of the model. From this test it was decided to exclude some of indicators from the model. Then the PLS-Alhorithm test on the model was re-done so that the final model was obtained with a loading factor above 0.50 as in the following table 2.

The following are 96 respondents 'data based on respondents' demographic characteristics such as gender, status and age:

Profile of Respondents		Frequency	Percentage
Gender	Male	55	57%
	Female	41	43%
Age	21-25 year	9	9%
	26-30 year	27	28%
	31-35 year	41	42%
	36-40 year	8	8%
	Above 40 year	11	11%
Education	D3	13	14%
	S1	69	72%
	S2	14	15%
Working time	1-10 year	29	30%
	11-20 year	36	37%
	21-30 year	14	15%
	31-40 year	11	11%
	Above 40 year	6	6%
Position Level	Permanent	78	81%
	Temporary	18	19%

Table 1. Demographic Characteristics of the Respondents

Variables	Indicators	Outer loading	Validity
HIWS	HIWS5	0,89	Valid
	HIWS6	0,85	Valid
	HIWS7	0,77	Valid
	HIWS10	0,81	Valid
Technologies Adoption	TA3	0,70	Valid
	TA4	0,72	Valid
	TA5	0,74	Valid
	TA6	0,54	Valid
	TA8	0,91	Valid
	TA9	0,74	Valid
	TA10	0,80	Valid
	TA11	0,86	Valid
Perceived Leadership Behavior	PLB1	0,92	Valid
	PLB2	0,87	Valid
	PLB4	0,59	Valid
	PLB5	0,85	Valid
	PLB7	0,63	Valid
	PLB10	0,56	Valid
	PLB11	0,76	Valid
Banking Sector Performance	BSP1	0,88	Valid
	BSP2	0,85	Valid
	BSP5	0,51	Valid

Table 2. Outer Loading and Validity Tests

Variable	AVE
HIWS	0,68
Technologies Adoption	0,79
Perceived Leadership Behavior	0,76
Banking Sector Performance	0,60

Table 3. Average Varians Extracted

While the validity test is the accuracy of an instrument in measuring what is needed to be measured. Widayat (2016) states that the validity test is used to determine the level of validity of the instrument (questionnaire) used in the data. Of the agreed indicators valid if it has a factor higher than 0.5. The table above shows that the loading factor for indicators are higher than 0,5.

The table above shows that all variables have a AVE value of more than 0.50 so that the model in this study has good discriminant validity. As for all variables, it has an average value of 0.6-0.7.

While the reliability test results can be seen in the table. Latent Variable have good reliability if the composite reliability value is greater than 0.50. The high reliability value gives an understanding that the indicator shows internal consistency or the consistency value of each indicator in measuring construction.. Both HIWS and the performance of the banking sector show values above 0.5 for composite reliability and also above 0.5 for Cronbach alpha. Meanwhile, perceived leadership behavior shows the greatest value at 0.8 for composite reliability and Cronbach alpha. Thus, all the variables above can be included in the model to analyze the factors that influence purchasing decisions. This has been proven from the results of validity and reliability tests using loading factors, discriminant validity and Chronbach alpha values, based on the results of this study which show that HIWS variables, technology adoption, perceived leadership behaviors and performance of the banking sector are valid and reliable. Furthermore, the table of R-square values in this study are as follows.

Based on the Path Coefficients table, HIWS on the banking sector performance produces an original sample value of 0.16 and a t-statistic value of 0.17. This proves that HIWS still cannot be determined as a variable that has a dominant influence on the banking sector performance and the research hypothesis is rejected. These results are in line with the research conducted by Edwards & Wright (2001), whether high-involvement work systems (HIWS) contribute to company performance has become a major issue in the debate on workplace reform and economic outcomes. Discussions have been provided between those who identified the powerful effects of HIWS and critics. It is said that (1) HIWS performance connections are less powerful than is often implied, how employees can increase productivity which means HIWS does not support the employee's performance (Edwards & Wright, 2001; Miller *et al.*, 2018); (2) HIWS has several results that need to be considered together, not included in the 'performance' label that sounds positive (Harley, 2002; Li *et al.*, 2018).

Variables	Composite Reliability	Cronbach Alpha
HIWS	0,65	0,54
Technologies Adoption	0,74	0,59
I Perceived Leadership Behavior	0,86	0,84
Banking Sector Performance	0,63	0, 51

Table 4. Composite Reliability and Cronbach Alpha

Table 5. R-Square Results

Variables	R-square
Banking Sector Performance	0,69

As for the hypothesis 2 , technologies adoption has a positive and significant effect on the banking sector performance. This is based on the Path Coefficients table, the effect of technology adoption variables on the banking sector performance produces an original sample value of 0.50 and a t-statistic value of 2.70. This proves that the second hypothesis is accepted. These results are in line with the research proven by Haseeb *et al.* (2019), and in the other hand contrary to the results of the study conducted by Phan *et al.* (2019) main conclusion that technology negatively predicts bank performance holds.

The indirect effect test results were carried out to find out how the relationship of HIWS and technologies adoption with the banking sector performance and the moderating influence of the perceived leadership behavior. The results of the indirect effect test in this study are presented in the table 6**.**

Hypothesis 3 test results in the above table aim to examine the indirect effect of HIWS on the performance of the banking sector which is moderated by the perception of leadership behavior. There is a negative relationship with the parameter coefficient of 0.48 but it is not significant as indicated by the magnitude of the T-statistic 1.47 which is smaller than the T-table value of 1.96. The results of this test empirically prove that leadership behavior is felt to weaken the influence of HIWS on the performance of the banking sector. These result are in line with the study conducted by (Yang *et al.*, 2010); Hartnell *et al.* (2016); (Purwanto *et al.*, 2020) shows that leadership moderates the direct influence on performance

Meanwhile, result of the hypothesis 4, perceived leadership behavior is successfully moderated the effect of technologies adoption on banking sector performance and in line with the research proven by Chen *et al.* (2012). Perceived leadership behavior's moderation of technologies adoption and banking sector performance has a positive relationship with the parameter coefficient 0,79 but not significant with a T-statistic value of 0,44 smaller than the T-table value of 1.96. This proves empirically the perceived leadership behavior has strengthen the effect of technologies adoption on the performance in Indonesian banking sector.

Table 6. Moderation Variable Effect Test Results

Variables	Path Coef	T-*Statistics*
HIWS and banking sector performance moderated by perceived leadership behavior	-0,48	1,47
Technologies adoption and banking sector performance moderated by perceived leadership behavior	0,79	0,44

CONCLUSION

Based on the results of research conducted by the author on the banking sector in Indonesia regarding the effect of HIWS and technologies adoption on performance in the banking sector, it was concluded that the application of HIWS in the banking sector has a positive but not significant effect on the performance of the banking sector. This is because in the banking sector, the performance connection with HIWS is less powerful than is often implied, but this does not destroy the underlying theme that how employees are managed affects their productivity. HIWS has several outcomes which need to be considered together, not subsumed under the positive-sounding label of 'performance'. While the test results state that technologies adoption significantly influences positive performance in the banking sector. This is due to the fact that employees in the banking sector are still young and at a high productivity level (mostly aged between 26-35 years) which incidentally is very easy to adopt and implement the latest technology available today.

For moderation variables in the form of perceived leadership behavior weaken the influence of HIWS on performance because superiors in the banking sector are relatively aged 45 years and over so it is difficult to implement high involvement work system. But the variable moderate by strengthening the relationship between technologies adoption and the performance of the banking sector. Some of the constructive suggestions are given that the banking sector should be more innovative in implementing career paths so that the leadership is held by young people who are not updated about technology and are more ready to accept the alterations. In addition, for further research, it can be done by adding other suitable independent variables, adding banking performance indicators for example the performance, expanding the scope of the sample, and using other methods such as mixed methods.

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