



**HOW DOES INNOVATIVE LEADERSHIP DEVELOPMENT AND PERCEIVED
ORGANIZATIONAL SUPPORT ON HUMAN RESOURCE THROUGH
MANAGEMENT COMPETENCIES IN BUDDHIST COLLEGE LECTURERS
ACROSS INDONESIA?**

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ABSTRACT

Human resource (HR) is becoming an increasingly important component of the entire strategy and operations of organizations in a variety of sectors and the rapidly changing educational environment. Quality improvement will be realised when they have in-depth knowledge, relevant skills and a positive attitude toward their duties and responsibilities. This research aims to determine the influence between the development of innovative leadership, perceived organizational support and management competencies on improving human resources. This research was conducted at 12 Buddhist Universities in Indonesia. This study takes a quantitative approach, employing a survey method and path analysis with SPSS 26. The unit of analysis in this study was PTKB Lecturers across Indonesia. Data were collected through questionnaires. The sampling approach used simple random sampling. The sample in this study amounted to 154 lecturers. Samples were collected from a total of 250 PTKB lecturers across Indonesia.

Keywords: Human Resource, Innovative Leadership, Perceived Organizational Support, Management Competencies.

INTRODUCTION

Human resource (HR) sustainability is fundamental to an organisation's future growth and success. HR is considered the main pillar of an organisation's competitive advantage (Mohiuddin et al., 2022). HR should form functional groups to facilitate collaboration and coordination with various components of the organisation. The new approach emphasises that HR capabilities are fundamental to organisational improvement and sustainability (Aidara et al., 2021). One area of integration is understanding how HR systems can impact the process of human capital emergence itself (Boon et al., 2018). To remain competitive and sustainable, organisations need to have qualified and competent human resources. One of the key factors in improving the quality of HR is through innovative leadership development.

Innovative leadership offers a different approach in guiding organisations to success. Innovative leaders are leaders who are able to make big and drastic changes (Al-Hyari, 2023). Through innovative leadership, leaders are able to guide teams to generate new ideas, develop innovative products and services, and overcome complex challenges. Leadership at the operational level is the person at the forefront who coordinates efforts to improve quality learning (Suryanadi et al., 2019). Previous research states that innovative leadership can improve human resources by increasing the level of innovation (Kui et al., 2023). As organisations adapt to new realities, innovative leadership and human resource management strategies become indispensable to ensure long-term success and sustainability (Lim, 2023).

HR success can be felt when supported by the organisation, they tend to have higher levels of job satisfaction, feel more attached to the organisation, and have greater motivation to contribute positively (Peña et al., 2024). Perceived organizational support refers to employees'



perceptions of the extent to which the organisation supports them, both emotionally and instrumentally, in achieving individual and organisational goals. Not only that, HR also understands and develops its potential by focusing on individual needs and goals.

Another factor, HRM is also influenced by management competencies, this refers to the collection of skills, knowledge, and attitudes possessed by managers in managing people, processes, and organisational resources. Strong managerial capabilities have been shown to have a significant impact on employee well-being, team effectiveness, and overall organisational success. Organisational progress can significantly influence HR development through management competencies (Turpin, A., & Shier, 2023).

Utilising all available human resources in the organisation/institution is very important to optimise the potential that has an impact on achieving the goals of the organisation or college (Saputra, 2023). Effective HR has been shown to drive university success in producing quality graduates and advancing the university's future-orientated vision and mission (Muktamar B et al., 2023). This can be seen in the response of lecturers who have a positive attitude and are able to create a university environment that encourages co-operation and communication among each other. Thus, the quality of higher education needs to be improved from time to time. Likewise, the situation and conditions in the Buddhist College (STIAB) in Indonesia, which consists of 12 colleges with a total of 250 lecturers and 12 leaders, also have the tendency of the same phenomenon.

Tabel 1. Lecturers Data of Buddhist College

No	Name of Buddhist College	Name of City/District	Amount of Lecturers
1	STABN Sriwijaya	Tangerang	42
2	STABN Raden Wijaya	Wonogiri	43
3	STIAB Smaratungga	Boyolali	29
4	STAB Bodhi Dharma	Medan	10
5	STAB Syailendra	Semarang	7
6	STAB Kertarajasa	Kota Batu - Malang	9
7	STAB Maitreyawira	Payung Sekaki - Riau	12
8	STIAB Jinarakkhita	Bandar Lampung	20
9	STAB Dharma Widya	Tangerang	11
10	STAB Nalanda	Jakarta Timur	47
11	STAB Samantabadra	Jakarta Selatan	9
12	STAB Maha Prajna	Jakarta Utara	11
Total			250

Data source: pddikti.kemdikbud.go.id (2024)

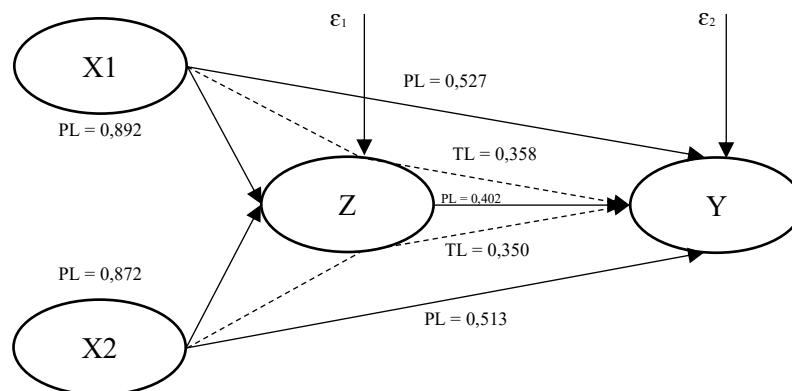
Previous research suggests that the most basic of effective human resources requires a balanced combination of in-depth knowledge, relevant practical skills, and positive attitudes to perform their tasks effectively and make a meaningful contribution to organisational success (Bloom, 1956; Thoha, 2008). In addition, previous research found that human resources have quality towards organisational goals, quality human resources can be built from education through excellent educators (Hardiyanto, 2020). For this reason, the researcher intends to examine the human resources of Buddhist religious higher education by raising the influencing factors through innovative leadership, perceived organizational support, and management competencies. This research uses a quantitative approach to measure and develop variables that are the main problem as well as the factors that influence it using the survey method with path analysis.

RESEARCH METHODS

In this study, the sample consisted of 154 lecturers, selected from a population of 250 PTKB lecturers across Indonesia using a simple random sampling technique. This sample was used to examine the relationships between various variables. The study involves three types of variables: dependent, independent, and control variables. The dependent variable in this research is Human Resource, specifically focusing on cash holdings. Human resource is understood as the human capital utilized within an organization, while human resource management refers to how these resources are managed (Liao & Huang, 2016; Ngoc & Hoang-tien, 2022). The independent variables in the study include Innovative Leadership and Perceived Organizational Support. Innovative Leadership is measured through several indicators, such as having a strong strategic vision, focusing on customers, creating mutual trust, showing loyalty, improving communication, and inspiring through action (Zenger, 2014). Perceived Organizational Support is measured through indicators such as the organization's appreciation of employees' contributions, attention to complaints, concern for employees' welfare, and pride in employees' success (Rhoades, 2002). The Control variable used in the study is Management Competencies, which include leadership skills, professional skills, entrepreneurial skills, and personality traits (Garamvölgyi & Rudnák, 2023). Ten specific management competencies are identified, such as leadership, problem-solving, communication, integrity, adaptability, and customer-focus (Pharaoh & Visser, 2024).

The research method employed is a causal survey using path analysis techniques. The unit of analysis is the lecturers at PTKB across Indonesia, and the structure of the problem is illustrated in the path diagram.

Figure 1. Structure of the problem



RESULTS AND DISCUSSION

1. Descriptive statistics

Descriptive statistics provide data results in an understandable way. The following information is presented including statistical value, range, minimum, maximum, mean, standard deviation and statistical variance.

Tabel 2. Descriptive statistics

	Descriptive Statistics								
	N	Range	Min	Max	Sum	Mean	Std.	Variance	
							Deviation		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
X1	154	38	54	92	11320	73.51	.630	7.814	61.062



X2	154	35	48	83	10174	66.06	.557	6.906	47.695
Z	154	32	50	82	10259	66.62	.514	6.379	40.695
Y	154	31	57	88	11038	71.68	.471	5.843	34.142
Valid N (listwise)	154								

2. Regression results

a. There is an effect of Innovative Leadership on Management Competencies, shown in the table

Tabel 3. X1-Z Innovative Leadership Affects Management Competencies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	0,892	0,891	2,104

a. Predictors: (Constant), X1

The R-Square value in this result shows a value of 0.892 or 89.2%. This value means that the effect of Innovative Leadership (X1) and on Management Competencies (Z) is 89.2%, the remaining 10.8% is influenced by other variables outside the model.

b. There is an effect of Perceived Organizational Support on Management Competencies, shown in the table below

Tabel 4. X2-Z Perceived Organizational Support Affects Management Competencies

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 ^a	0,872	0,871	2,291

a. Predictors: (Constant), X2

The R-Square value in this result shows a value of 0.872 or 87.2%. This value means that the effect of Perceived Organizational Support (X2) and on Management Competencies (Z) is 87.2%, the remaining 13.8% is influenced by other variables outside the model.

c. There is an effect of Management Competencies on Human Resource, shown in the table

Tabel 5. Z-Y Management Competencies effects Human Resource

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	0,402	0,398	4,532

a. Predictors: (Constant), Z

The R-Square value in this result shows a value of 0.402 or 40.2%. This value means that the effect of Management Competencies (Z) and on Human Resource (Y) is 40.2%, the remaining 59.8% is influenced by other variables outside the model

d. There is an effect of Innovative Leadership on Human Resource, shown in the table

Tabel 6. X1-Y Innovative Leadership Affecting Human Resource

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	0,527	0,524	4,033

a. Predictors: (Constant), X1

The R-Square value in this result shows a value of 0.527 or 52.7%. This value means that the effect of Innovative Leadership (X1) and on Human Resource (Y) is 52.7%, the remaining 47.3% is influenced by other variables outside the model.

e. The effect of Innovative Leadership on Human Resource, shown in the table

Tabel 7. X2-Y Perceived Organizational Support effects Human Resource

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 ^a	0,513	0,510	4,089

a. Predictors: (Constant), X2

The R-Square value in this result shows a value of 0.513 or 51.3%. This value means that the effect of Perceived Organizational Support (X2) and on Human Resource (Y) is 51.3%, the remaining 48.7% is influenced by other variables outside the model.

f. Analyse the effect of x1 through z on y

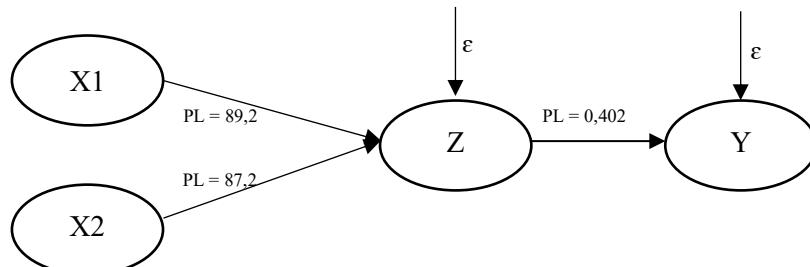
It is known that the direct effect given by x1 on z is 0.892. While the indirect effect of x1 through y on z is the multiplication of the beta value of x1 on y with the beta value of z on y, namely $0.892 \times 0.402 = 0.358$. Then the total effect given by x1 on z is the direct effect added to the indirect effect, namely $0.892 + 0.358 = 1.25$. Based on the results of the above calculations, it is known that the direct effect value is 0.892 and the indirect effect is greater than the direct effect value, this result shows that indirectly x1 through z has a significant effect on y.

Analyse the effect of x2 through z on y

The direct effect of X2 on z is 0.872. Meanwhile, the indirect effect of x1 through y on z is the multiplication of the beta value of x1 on y with the beta value of y on z, namely $0.872 \times 0.402 = 0.350$. Then the total effect given by x1 on z is the direct effect added to the indirect effect, namely $0.872 + 0.350 = 1.222$. Based on the results of the above calculations, it is known that the direct effect value is 0.872 and the indirect effect is greater than the direct effect value, this result shows that indirectly x1 through z has a significant effect on y.

Discussion

Figure 2. Path Analysis I



Analysis of the Effect of Innovative Leadership on Management Competencies

Leaders are lighthouses that help steer followers towards making the right decisions, whether in career, entrepreneurship, personal development, education, community and social services, relationships, health, finances, and implementation goals (Adigwe et al., 2023). A leader must be an innovator who can generate new ideas (Abun et al., 2023), a viable alternative to contemporary leadership to effectively solve current problems (Şen & Eren, 2012). Innovative leadership refers to the introduction of new methods, products, services, techniques, or ideas to fulfil individual needs and find solutions to current and future problems (Alharbi, 2021). Other researchers explain it as the application of board competencies in leading the organisation by considering factors including transformational vision, creative thinking, innovative organisational climate, risk management, morality and accountability, and teamwork and participation (Ariratana et al., 2019). Leadership plays an important role in flexible innovation project teams (Apenko & Romanenko, 2021). Leadership plays an important role in flexible innovation project teams, in managing an organisation to achieve goals effectively

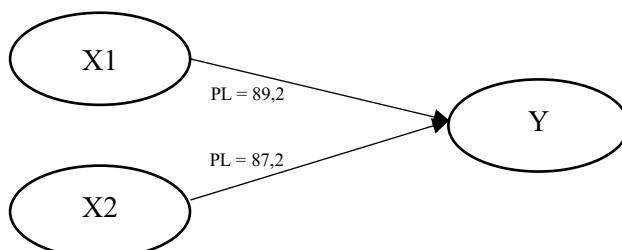
Analysis of the Effect of Perceived Organizational Support on Management Competencies

The importance of Perceived Organizational Support (POS) in influencing employees' Management Competence. Perceived support from the organisation can increase employee motivation, engagement and commitment, all of which contribute to the development of better management competencies (Battistelli et al., 2016). Therefore, managers and leaders need to pay attention to how they create a supportive environment in the workplace to facilitate the development of optimal management competencies.

Analysis of the influence of Management Competencies Influencing Human Resource

High Management Competence in managers or leaders can have a positive impact on Human Resources (HR) in the organisation (Al-tit et al., 2022). Human resources are a vital component for an organisation, as human resources are a vital component for an organisation (Panda, 2011). Managers who have good management competence are able to identify employee development needs and provide appropriate training and coaching. This can improve employees' skills, knowledge and motivation (Cardon & Stevens, 2004; Dachner et al., 2019), thereby improving productivity and performance., thereby improving productivity and performance (Ganie & Saleem, 2018). High management competence can assist managers in managing Human Resources effectively, including in the recruitment, selection, placement, and employee development processes (Wahyudi et al., 2023). Competent managers tend to make better HR-related decisions, which ultimately contribute to organisational success.

Path Analysis II



Innovative Leadership influences Human Resource

The influence of innovative leadership on human resources can have a significant impact on organisations. Innovative leaders encourage creativity, risk-taking, and provide support to employees to try new ideas (Kremer et al., 2018; Sen & Eren, 2012). This can encourage the development of innovative ideas in terms of work processes, products, or services delivered by HR (Medeiros et al., 2015). Innovative leaders tend to motivate employees to develop new skills (Khalili, 2018). They provide space for employees to learn and take controlled risks in creating new solutions (Khalili, 2018). Innovative leadership also depends on the quality of followers and internal and external environmental conditions (Sen & Eren, 2012). It can improve the ability of HR to adapt to the rapidly changing work environment and technology. Innovative leadership can also increase employee engagement by providing an active role in the innovation process (Miller & Miller, 2020). Employees feel valued and encouraged to contribute to the creation of new solutions and work process improvements. This can increase employees' sense of belonging to the organisation and strengthen the bond between the individual and the company.

The Effect of Perceived Organizational Support on Human Resource

In an organization, Perceived Organizational Support (POS) refers to employees' perceptions of the extent to which the organisation cares about their well-being, supports their needs, and values the contributions they make (Sun, 2019). When employees feel supported by the organisation, they tend to be more engaged and committed to their work (Artatanaya et al., 2023; Imran et al., 2020). They feel valued and cared for, which increases their loyalty to the organisation and motivation to perform well. Organisations that provide perceived support to employees tend to create a more balanced work environment between work life and personal life (Chouhan & Srivastava, 2014; Fitria & Linda, 2019). This can increase employee satisfaction and well-being, as well as reduce stress and burnout levels (Merdiaty & Aldrin, 2024; Pacheco et al., 2023). The influence of POS on HR shows the importance of organisations in creating a supportive work environment and paying attention to employee well-being. By prioritising support for employees, organisations can create a culture that promotes balance, engagement and superior performance.

The influence of innovative leadership through Management Competence on Human Resources

Innovative leadership fosters the development of Management Competencies that include the ability to stimulate and facilitate innovation within the organisation (Kozioł-Nadolna, 2020). Managers who possess this competency are able to lead by example, provide encouragement to teams to think creatively, and create an environment where new ideas are encouraged and rewarded (Huang et al., 2022). This can lead to more innovation in products, services, and work processes, which in turn can improve the competitiveness of the organisation (Adhikari, 2012). Innovative leadership supported by strong Management Competence can influence Human Resources (Prieto & Pérez-Santana, 2014), by providing opportunities for employees to develop and grow (Astriani, 2023).

Managers who are able to manage and develop talent effectively encourage the development of employees' skills and potential. This creates an environment where employees feel supported and valued (Chakraborty & Ganguly, 2019), which in turn increases their engagement, motivation, and performance. Through the combination of innovative leadership and strong Management Competencies, organisations tend to become more innovative and adaptive to environmental changes (Rahman, 2016). This can help organisations to remain relevant and competitive in a rapidly changing market. Thus, the influence of innovative



leadership through Management Competence on Human Resources can have a significant impact on the overall performance and success of the organisation. This emphasises the importance of innovative leadership development and Management Competencies in creating a work environment that enables employee growth, innovation and well-being.

The Influence of Perceived Organizational Support through Management Competence on Human Resources

Employees who feel supported by the organisation (POS), they are more likely to be motivated to develop the Management Competencies needed to succeed in their jobs (White, 2022). This organisational support can encourage employees to take initiative in the development of managerial skills, such as leadership, decision-making, and effective communication (Chakraborty & Ganguly, 2019; Kurtessis et al., 2017). High POS can increase employee engagement and job satisfaction. When employees feel the organisation values their contributions and cares about their well-being, they are more likely to commit to their work and strive to achieve organisational goals (Sadaf et al., 2022). This can create a positive work environment and strengthen the relationship between the individual and the organisation. Thus, the influence of POS through Management Competence on Human Resources can have a significant impact on organisational performance and success. This demonstrates the importance of strengthening organisational support and the development of employees' managerial skills in creating a productive and fulfilling work environment.

CONCLUSION

In conclusion, the influence of Perceived Organizational Support (POS) and innovative leadership through Management Competencies on Human Resources is very important in the context of organisational management. Perceived organisational support and innovative leadership have a significant impact on employee engagement, well-being, and performance, as well as on overall organisational performance. By prioritising support to employees, developing innovative leadership, and strengthening managerial competencies, organisations can create a work environment that enables growth, innovation, and long-term success. Therefore, it is important for organizations to pay attention to these factors in their efforts to improve performance and strengthen their position in the market.

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