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**Human Capital Development and Inclusive Leadership on Organizational Effectiveness: The Mediating Effect of Employee Job Performance on Indonesia's Outsourcing Company**

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**Abstract**

To achieve the expected level of organizational effectiveness, companies need to improve employee job performance, which can be influenced by various factors: human capital development and inclusive leadership. This study aims to analyze the influence of these two variables on employee job performance at labor supply companies. A survey of 59 employees was used across three labor supply companies. Data was analyzed using SmartPLS. The results of the study indicate a significant role of inclusive leadership supported by human capital development practices in efforts to improve employee job performance, which has implications for increasing organizational effectiveness. Employee job performance is proven to have a positive and significant effect in mediating the influence between human capital development and inclusive leadership respectively with organizational effectiveness.

**Keywords:** Human Capital Development, Inclusive Leadership, Employee Job Performance, Organizational Effectiveness

**Introduction**

It is undeniable that facing the development of an increasingly advanced and competitive era today brings the entire business industry in the world into the VUCA (Volatility, Uncertainty, Complexity, & Ambiguity) era which will indirectly impact the survival of the organization in the future. In short, this situation requires organizations to be more adaptive and responsive to very rapid, uncertain, complex, and ambiguous changes in order to compete and be the best in the industry. It is a challenge for organizations to ensure that their human resources (HR) are qualified, as the main factor and key driving element of organizational sustainability and effectiveness. Organizations need to focus strategies on managing to achieve optimal HRM (Douglas et al., 2022). When organizations have a good strategy and HRM, this will have a positive impact on the overall productivity and effectiveness of the organization.

A successful and effective organization involves not only the management of resources in achieving goals but also various other components in it. Companies can determine their effectiveness through the achievement of goals that can be seen from the performance of the organization, which includes two main perspectives adapted from the external components of the

financial and customer Balance Scorecard (BSC) commonly used by companies to measure and evaluate performance, namely financial and non-financial aspects.

Delaney & Huselid; Pavlov et al. in Frare & Akroyd (2023) suggest that organizational effectiveness is a determinant of organizational performance from relevant financial aspects. Broadly speaking, from the financial aspect, organizational effectiveness can be seen from financial performance which includes revenue, profit, and profit obtained by the company. Based on the target and revenue data for the last three years belonging to the DPP company, in 2021 DPP obtained a revenue of 165 M, which value still did not reach the target set by the company, namely 201 M. So that from the realization in 2021, DPP's revenue is still 36 M away from the target. Furthermore, in 2022 DPP earned 184 M, where revenue increased 19 M more than the previous year and almost reached the target. However, it turns out that in 2022 DPP also still failed in achieving the 191 M target previously set by the company. In other words, in 2022 DPP revenue was still 7 M away from the target. Meanwhile, in 2023, the revenue that was successfully obtained by DPP was 122 M, this value fell very drastically by 62 M from the previous year and not only that, in 2023, the company's revenue of 211 M was still 89 M away from the target.

According to the results of unstructured interviews that researchers asked Mr. Hartono Hadi Wiyoto as President Director and Mr. Fourick Andriandito as SM HR & General Affairs of DPP, the factors causing the decline in revenue in 2022 - 2023, and the unrealized targets since the past 3 years are due to the not optimal performance of employees and companies so that the feedback obtained is not optimal. From the known data, this indicates that the effectiveness of the DPP company still needs to be improved in order to increase the company's net profit and obtain a healthy profit margin. From a non-financial perspective, organizational effectiveness can be measured through factors such as service quality, customer satisfaction, employee loyalty, and so on. Delaney & Huselid; Pavlov et al. in Frare & Akroyd (2023) also proposed that organizational effectiveness is closely related to organizational performance from non-financial aspects. As a company that wants to continue to grow and learn, at the end of each period, DPP conducts a customer satisfaction survey to be filled out by the company receiving the service to assess how satisfied the client is with the service that has been provided.

Based on the results of the customer satisfaction survey that has been filled out by DPP clients including: PT Garuda Indonesia, PT MRT Jakarta, BPJS Kesehatan, PT Damri, Blibli.com, and Bank Indonesia, it is found that of the 15 indicators of satisfaction assessment, not a single indicator has managed to get a score of 4 (very good) with a percentage value greater than or above 50% in the customer satisfaction survey conducted by DPP. The satisfaction results are dominated by a score of 3 (quite good) and there are still clients who give a score of 2 (not good) and even 1 (not good), namely in the three indicators "The company's response to claims of service quality and safety problems", "The speed of the company's response to complaints and requests", and "The company's ability to resolve complaints and requests".

From the financial data discussing the non-achievement of the company's revenue targets over the past three years, and how DPP, as a company engaged in the service sector, has not yet provided maximum service in accordance with customer expectations, it can be concluded that DPP's organizational effectiveness is still far from the results expected by the company, because it has not been able to achieve its goals, especially from the financial and non-financial aspects.

To achieve the expected level of organizational effectiveness, it is important for companies to pay attention to and manage employee job performance well because it will contribute positively to the achievement of organizational goals and results. Employee serve as the planners, strategists, movers, and managers of organizational activities, making them valuable assets (Rahmadani & Winarno, 2023). Employee job performance has an important position for organizational efficiency and effectiveness (Wang and Chen in Gencer et al., 2023). According to Sun and Yu in Tarigan, (2021) employees are one of the most important stakeholders in an organization, because their work performance will contribute to company performance, and in turn will determine the success or failure of the company. In an effort to deal with the situation, DPP is committed to realizing the vision and mission of its company by continuously trying to improve employee performance through the implementation of various implementation programs to monitor its growth. One of the programs is to design an EPP (Employee Performance Plan) at the beginning of each period to be finally assessed for success at the end of the period using KPIs (Key Performance Indicators).

Based on the fifteen key performance measurement indicators, nine of them still have not reached the weight determined by the company, namely in the indicators: "Fulfillment of T&D needs", 'Fulfillment of replacement T&D needs', 'Making PKWT agreements/contracts', 'Effective & efficient HRIS management', 'Employee performance appraisal', 'Cost-effectiveness program', 'Optimization of company assets', 'Effective & efficient procurement of goods and services', 'Paperless document program'. In addition, when viewed as a whole assessment result, although almost perfect from a total of 100 points, the employee job performance DPP was only able to achieve points of 97.9 in 2023. From this data, it can be concluded that the employee job performance of DPP employees is still not optimal and requires significant improvement, especially in the assessment indicators that have not managed to reach the target, which includes one of the key performance measurement indicators discussed in this study, namely "Employee performance appraisal". To improve Employee Job Performance to Organizational Effectiveness, there are a lot of supporting factors that influence it both directly (direct) and indirectly (indirect), two of which are Human Capital Development and the implementation of organizational behavior in the form of applying a leadership style that prioritizes openness and employee involvement, or also called Inclusive Leadership.

According to Douglas et al. (2022) organizations need to focus strategies on human capital development to achieve optimal HR and employee performance which is significant for organizational effectiveness. Based on the results of follow-up interviews asked to Mr. Hartono Hadi Wiyoto as President Director and Mr. Fourick Andriandito as SM HR & General Affairs of DPP, human capital development that has been carried out by DPP is considered an investment

process in terms of skills, knowledge, and abilities of employees to increase their value as assets for the organization. The implementation of HCD at DPP aims to create an environment where employees feel supported to continue to grow, its implementation is in the form of holding customized training programs, career coaching, and regular mentoring that is tailored to the needs and requests and is continuously updated according to the circumstances and conditions in the field. Opportunities are also given to employees to develop their skills through rotation or shifting job assignments.

The next factor is inclusive leadership. According to Srimulyani et al. (2023) inclusive leadership was developed to manage workforce diversity, retain and improve employee work performance. From the results of interviews conducted, this inclusive leadership style has begun to be implemented by DPP leaders. Once a week in the morning, DPP leaders conduct regular brainstorm meetings with employees to exchange opinions and views on issues and the state of the company. Participation in the inclusive leadership style applied in the company uses a bottom-up approach so that not only leaders but also employees are involved and included in the company's problem-solving and decision-making processes. DPP leaders strive to ensure open and transparent communication and an inclusive work culture by supporting collaboration from multiple perspectives to produce more effective and innovative solutions.

From the above discussion, there is a strong relationship between human capital development, inclusive leadership, and employee job performance together on organizational effectiveness. However, there are still few studies that examine the mechanisms underlying the relationship between human capital development, inclusive leadership, employee job performance, and organizational effectiveness. Therefore, from the descriptions and phenomena described above, researchers are interested in knowing how human capital development and inclusive leadership mediated by employee job performance affect organizational effectiveness through a research topic entitled "Human Capital Development and Inclusive Leadership on Organizational Effectiveness: The Mediating Effect of Employee Job Performance on Indonesia's Outsourcing Company".

## **Literature Review**

### ***Organizational Effectiveness***

The effectiveness of an organization is based on the ability to survive, achieve goals and remain fiscally viable, which the organization achieves through efficient and reliable processes, as well as its human resources and ability to adapt to the external environment (Yukl in Douglas et al., 2022). Organizational effectiveness is a broad-spectrum concept that includes organizational outputs in the form of higher productivity, higher profits, competitiveness, organizational citizenship behavior and the ability and willingness of employees to align with organizational goals (Kondalkar in Yadav et al., 2022). Organizational effectiveness depends on strategy, culture, leadership, competencies and other criteria that are more important when analyzing company performance (Rahmatullah et al. in Annamalah et al., 2023). On the one hand, organizational effectiveness is revealed through organizational functions, but on the other hand

and organizational performance is the basis for evaluating organizational effectiveness (Kivipold et al., 2021).

### ***Employee Job Performance***

Work performance or individual performance is another term for employee job performance (Coffie et al., 2023). Employee job performance is described as the capacity of an employee to perform job duties that will contribute to organizational growth (Santos et al. in Nasurdin et al., 2020). Employee job performance is the basis of organizational performance and is an important factor in giving companies the ability to survive and recover from even bad conditions (Liu et al., 2023). Employee job performance is defined as the total value of employee-specific behavioral segments for the organization in a standard time period (Motowidlo et al. in Gencer et al., 2023). Employee job performance means the ability of employees to achieve goals, personal or organizational, by using resources efficiently and effectively (Daft in Shahzad, 2014). Employee job performance is the behavior shown and performance delivered by organizational members to meet expectations, regulations or formal organizational roles (Campbell et al. in Wang & Chen, 2020). Employee job performance represents all the behaviors that employees perform while working that occur in two different forms, namely in-role performance and extra or additional roles (Hamouche & Parent-Lamarche, 2023).

### ***Human Capital Development***

Human capital development is dynamic; if competencies are well embedded, it is likely that human capital will add value, but the value may decrease if it is not optimally utilized or continuously developed (Samans et al. in Islam & Amin, 2022). The concept of human capital has received a lot of attention recently because it is hypothesized that the human factor which is a combination of intelligence, skills and expertise provides different organizational characteristics (Bontis et al. in Douglas et al., 2022). Human capital development is an investment made with employees that aims to improve their skills and competencies, by providing training, education, good human resource management, and various other supporting actions (Abdullah, 2012). When human capital is valuable and unique, it can contribute to the organization's strategic goals and is a resource that the organization can use to build its strategy (Lepak and Snell in Harris et al., 2024).

### ***Inclusive Leadership***

The term “leader inclusiveness” coined by Nembhard and Edmondson in Malik (2023) is defined as the words and actions exhibited by a leader or leaders who invite and value the contributions of others”. Inclusive leaders demonstrate openness in their interactions with followers and engage them in discussions and decision-making by accepting the voices and perspectives of others (Randel et al. in Yoo et al., 2022). Since inclusive leaders are willing to openly discuss their employees' new ideas and opportunities, they will be more likely to feel that they are respected and their ideas and efforts will be valued by the organization (Carmeli et al. in Bao et al., 2022). It is important for leaders to create an inclusive climate because group members form perceptions of inclusion based on the treatment they receive at work and how other group

members are treated (Perry et al., 2023). The proposed model (research framework) shown at Figure 1.

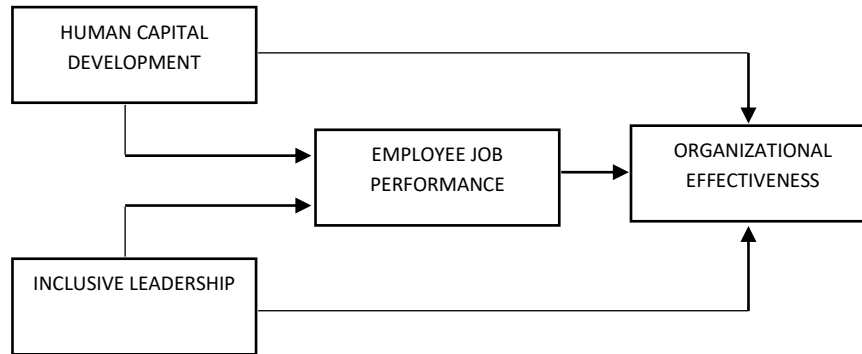


Figure 1. Research Framework

Based on the framework and research paradigm above, the hypotheses that will be tested in this study are as follows:

- a. H1: Human Capital Development has a significant effect on Employee Job Performance.
- b. H2: Inclusive Leadership has a significant effect on Employee Job Performance.
- c. H3: Human Capital Development has a significant effect on Organizational Effectiveness.
- d. H4: Inclusive Leadership has a significant effect on Organizational Effectiveness.
- e. H5: Employee Job Performance has a significant effect on the Organizational Effectiveness.
- f. H6: Employee Job Performance mediates the influence between Human Capital Development and Organizational Effectiveness.
- g. H7: Employee Job Performance mediates the influence between Inclusive Leadership and Organizational Effectiveness.

### Methodology

This investigation was carried out in the PT Dutagaruda Piranti Prima at Jl. Gunung Sahari 1 No.46 RT.18/RW.4 Senen, Central Jakarta, Indonesia. The study used quantitative methods for measuring the data and performing statistical analysis over four months, from March to July 2024. The research used several different variables, including Human Capital Development (X1), Inclusive Leadership (X2), Organizational Effectiveness (Y), and Employee Job Performance (Z). Primary data were gained from employee survey feedback by using Likert Type Scale (Likert scale) as the measurement scale, and secondary data were gathered from relevant literature reviews and earlier studies. Both forms of data were employed in this study. This research used saturated sampling. There were 59 participants, all employed by the PT Dutagaruda Piranti Prima. With the limited sample as opposed to the complex research model, the data were evaluated using the SEM-PLS technique, which involved computing the outer model (Convergent Validity, Discriminant Validity, Composite Reliability), inner model (R square, Q square, and Hypothesis Test), and processing the data using Smart PLS 3.2.9 software.



**Results**

**Outer Model Test**

The outer model test determines whether indicators or methods for measuring the intended variables are effective. It entails assessing the indicators' reliability as well as their convergent (convergent validity), divergent (discriminant validity), and discriminant validity. The outer model test results assess the construct's reliability and validity (see Figure 2).

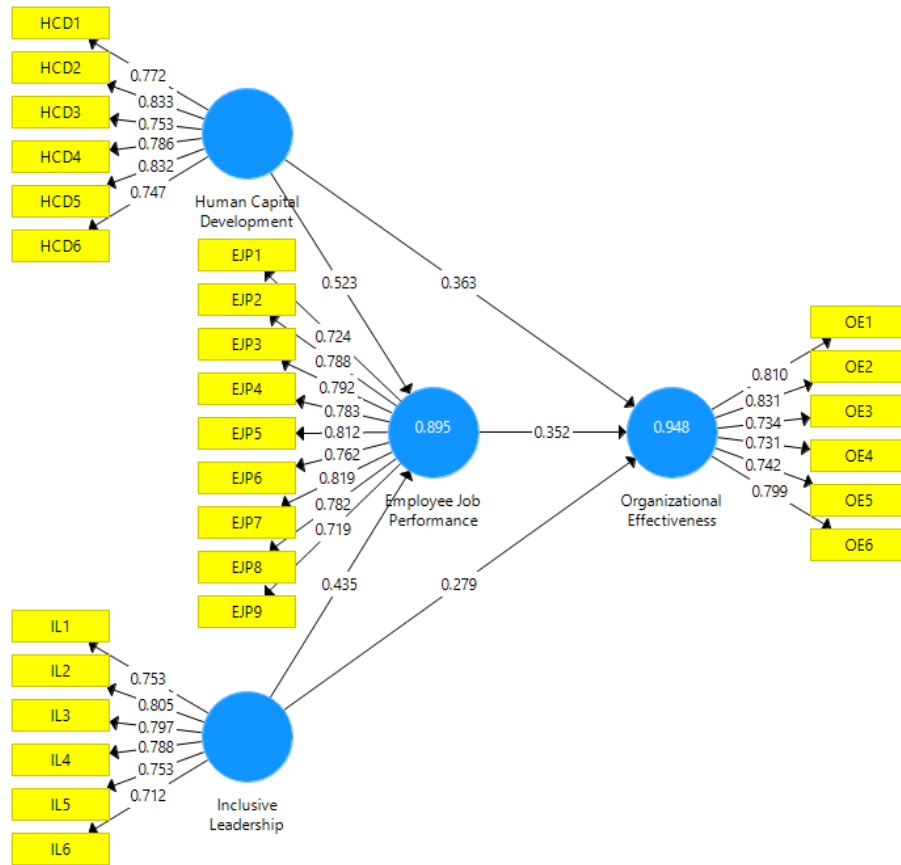


Figure 2. Outer Model

**Convergent Validity Test**

The result of convergent validity test shown at Table 1.

Table 1. Convergent Validity Test

Variable	Dimensions	Indicator	Outer Loading
Human Capital Development	Leadership & Motivation	HCD1	0,772
		HCD2	0,833
	Qualifications	HCD3	0,753
		HCD4	0,786
	Satisfaction & Creativity	HCD5	0,832
		HCD6	0,747

Variable	Dimensions	Indicator	Outer Loading
Inclusive Leadership	Openness	IL1	0,753
		IL2	0,805
		IL3	0,797
		IL4	0,788
	Involvement	IL5	0,753
		IL6	0,712
Employee Job Performance	Task	EJP1	0,724
		EJP2	0,788
	Career	EJP3	0,792
		EJP4	0,783
	Innovator	EJP5	0,812
		EJP6	0,762
	Team	EJP7	0,819
		EJP8	0,782
	Organization	EJP9	0,719
Organizational Effectiveness		Goal	OE1
	Achievement	OE2	0,831
	Adaptation	OE3	0,734
		OE4	0,731
	Integration	OE5	0,742
		OE6	0,799

The loading factor value, representing item reliability, is used to evaluate convergent validity. Validity was assessed in this study using a threshold of 0.7 for the loading factor value. Any loading factor value greater than 0.7 is accepted. The loading factor values for each indicator for each variable in this study are more prominent 0.7, indicating that all indicators are legitimate, according to the data processing results obtained using Smart PLS and shown in Table 2.

***Discriminant Validity Test***

The result of discriminat validity test shown at Table 2.

Table 2. Discriminant Validity

Variable	AVE
Human Capital Development	0,621
Inclusive Leadership	0,591
Employee Job Performance	0,602
Organizational Effectiveness	0,602

This test aims to determine how well the indicator or measuring tool can account for variance in the construct. Because all exceeded the minimum AVE value restriction of 0.5, all values, according to the table, have satisfied the requirements.



***Composite Reliability Test***

The result of composite reliability test at Table 3.

Table 3. Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Human Capital Development	0,877	0,907
Inclusive Leadership	0,861	0,896
Employee Job Performance	0,917	0,932
Organizational Effectiveness	0,867	0,900

Latent variables can be assessed by considering the composite reliability value, convergent validity, and discriminant validity, which gauge outer models. The construct is regarded as dependable if the composite reliability value exceeds 0.7. According to the table, all constructs are reliable since they meet the minimum value limit condition.

***Inner Model Test***

The structural equation model's internal model test gauges how closely the variables' relationships to each other match the proposed study hypothesis. This test analyzes direct and indirect relationships between variables via latent variables (mediation) and the impact of moderating factors. The findings of the inner model test assist in determining the validity and importance of the study hypothesis (see Figure 3).

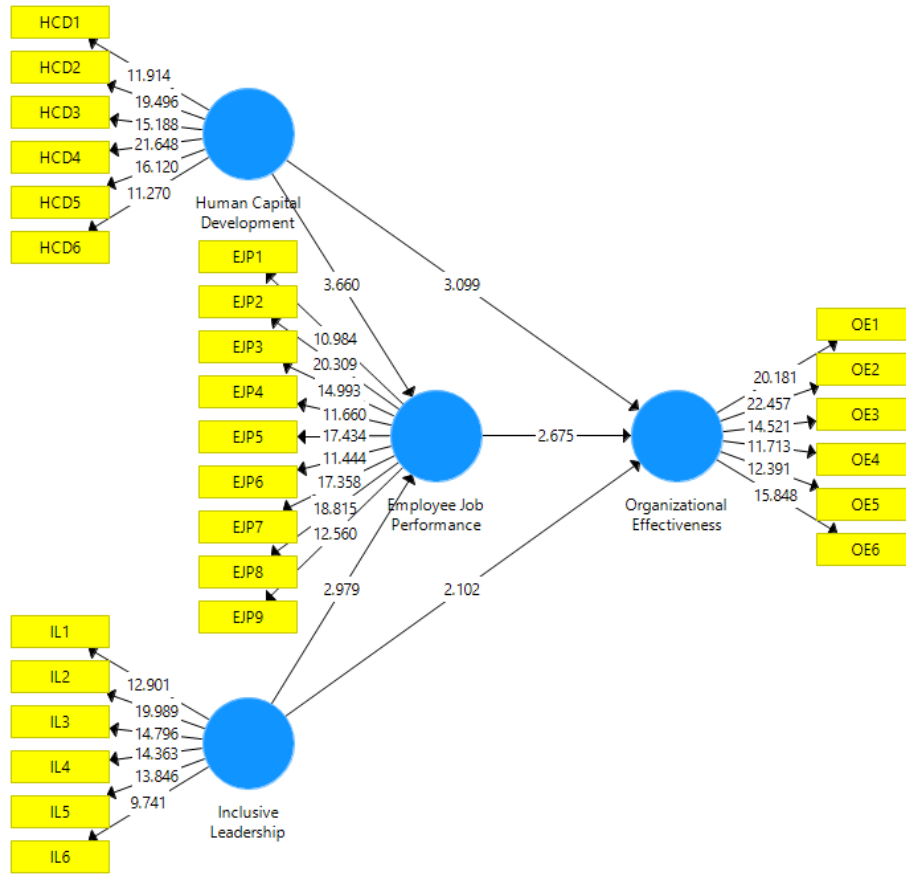


Figure 3. Inner Model

**The Result of R-square**

The result of R-square shown at Table 4.

Table 4. R-Square result

Variable	R <sup>2</sup>
Employee Job Performance	0,892
Organizational Effectiveness	0,945

The presence or absence of the attachment of certain external latent variables to endogenous latent variables can be determined using R-Squares. Based on the table above, it is known that the R Square on the Employee Job Performance variable (Z) is 0.892. This means that the Human Capital Development and Inclusive Leadership variables have an influence of 89.2% on Employee Job Performance and the other 10.8% is influenced by other factors not included in this study. Furthermore, R Square on the Organizational Effectiveness variable (Y) is 0.945. This means that the Human Capital Development and Inclusive Leadership variables have an influence of 94.5% on Organizational Effectiveness and the other 5.5% is influenced by other factors not included in this study, according to SmartPLS data processing.

$$\begin{aligned}
 \text{Q Square} &= 1 - (1 - R^2) \times (1 - R^2) \\
 &= 1 - (1 - 0,892) \times (1 - 0,945) \\
 &= 1 - 0,216 \\
 &= 0,994
 \end{aligned}$$

With the Predictive Relevance test, one can assess a model's propensity to predict the value of a dependent variable accurately. When the Q-Square calculation gives 0.994, it suggests that the overall variation of the data included in the study is 99.4%, with the remaining 0.6% factors not considered in the research to blame.

***Hypothesis Test Result***

A good grasp of the relationship between T-Statistics and P-Values is essential in evaluating whether a hypothesis can be accepted. Typically, a T-Statistics value greater than 1.96, combined with a significance threshold P-Value of 0.05 (5%) and a positive beta coefficient, are used as general guidelines in this study. Following these "rules of thumb" makes it easier to determine whether the hypothesis can be accepted based on the statistical analysis conducted (see Table 5).

Table 5. Hypothesis Test Result

Hypothesis	Correlation	T Statistics	P Value	Result
H1	HCD - EJP	3,660	0,000	Accepted
H2	IL - EJP	2,979	0,002	Accepted
H3	HCD - OE	3,099	0,001	Accepted
H4	IL - OE	2,102	0,018	Accepted
H5	EJP - OE	2,675	0,004	Accepted
H6	HCD - EJP - OE	2,010	0,023	Accepted
H7	IL - EJP - OE	2,213	0,014	Accepted

Based on the data in Table 5, it is evident that all hypotheses proposed in this study are accepted because they have a P-Value of less than 0.05 and a T-Statistics value of more than 1.96.

**Discussion**

Based on the findings of data processing and hypothesis testing, it can be concluded that human capital development has a positive and significant impact on employee job performance with P values of  $0,000 < 0,05$  and the T statistics of  $3.660 > 1.96$ . From this statement, H1 is accepted. This study shows that human capital development can improve the job performance of employees and is in line with research according to Lanre-Babalola et al. (2023) which revealed that human capital development has a positive and significant impact on employee job performance. Inclusive leadership has a positive and significant impact on employee job performance with P values of  $0,002 < 0,05$  and the T statistics of  $2,979 > 1.96$ . From this statement, H2 is accepted. This study shows that inclusive leadership can increase the job performance of employees and is in line with research according to Groenewald et al. (2024) which revealed that inclusive leadership has a positive and significant impact on employee job performance.

Human capital development has a positive and significant impact on organizational effectiveness with P values of  $0,001 < 0,05$  and the T statistics of  $3,099 > 1.96$ . From this statement, H3 is accepted. This study shows that human capital development can improve organizational effectiveness and is in line with research according to Lekan-Akomolafe (2023) which revealed that human capital development has a positive and significant impact on organizational effectiveness. Inclusive leadership has a positive and significant impact on organizational effectiveness with P values of  $0,018 < 0,05$  and the T statistics of  $2,102 > 1.96$ . From this statement, H4 is accepted. This study shows that inclusive leadership can improve organizational effectiveness and is in line with research according to Babaita et al. (2023) which revealed that inclusive leadership has a positive and significant impact on organizational effectiveness.

Employee job performance has a positive and significant impact on organizational effectiveness with P values of  $0,004 < 0,05$  and the T statistics of  $2,675 > 1.96$ . From this statement, H5 is accepted. This study shows that employee job performance can improve organizational effectiveness and is in line with research according to Kahya (2009) which revealed that employee job performance has a positive and significant impact on organizational effectiveness. Employee job performance has a positive and significant impact as a mediating variable between human capital development and organizational effectiveness with P values of  $0,023 < 0,05$  and the T statistics of  $2,020 > 1.96$ . From this statement, H6 is accepted. This study shows that human capital development can increase organizational effectiveness through or in the presence of employee job performance. Employee job performance has a positive and significant impact as a mediating variable between inclusive leadership and organizational effectiveness with P values of  $0,014 < 0,05$  and the T statistics of  $2,213 > 1.96$ . From this statement, H7 is accepted. This study shows that inclusive leadership can increase organizational effectiveness through or in the presence of employee job performance.

### **Conclusion**

It can be concluded from this study that Human Capital Development and Inclusive Leadership each have an influence on Employee Job Performance. Human Capital Development, Inclusive Leadership, and Employee Job Performance also each have an influence on Organizational Effectiveness. Furthermore, Employee Job Performance plays a role in mediating the effect of Human Capital Development on Organizational Effectiveness, and Employee Job Performance plays a role in mediating the effect of Inclusive Leadership on Organizational Effectiveness. From this study, it is hoped that future researchers can use other different variables to enrich the repertoire of new variable combinations that have not been studied before, and if future researchers use variables similar to this study, try to use different research objects in order to provide another new perspective.

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