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The Leverage of Psychological Capital: A Conservation of Resources Theory Perspective

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Abstract

This study aims to bridge the inconsistency found in previous research regarding the role of transformational leadership on employee performance by proposing a conceptual model derived from the perspective of Conservation of Resources (COR) Theory. The study involved 200 respondents who have worked for five years in a financial company located in Semarang City, Central Java. Statistical data analysis was conducted using Analysis Moment of Structural (AMOS) software. Empirical testing through the formulation of five hypotheses yielded significant and acceptable results. The main findings of this study highlight the crucial role of psychological capital, viewed through the lens of COR Theory, as an effective bridge that stimulates the influence of transformational leadership on enhancing employee performance. Therefore, companies are encouraged to allocate resources to develop and strengthen employees' psychological capital, which includes self-efficacy, hope, optimism, and resilience. This study confirms that psychological capital is a strategic asset that can be optimized to support the success of transformational leadership, ultimately contributing to improved productivity and the overall competitive advantage of employees.

Keywords

Employee Performance, Transformational Leadership, Psychological Capital, Conservation of Resources.

1. Introduction

Transformational leadership has become an important role that scholars have paid attention to in recent decades. For companies to continue in a competitive realm, leadership transformation is one way for organizations to maximize their resilience in the midst of existing dynamics (Helalat et al., 2025). Several studies highlight the role of transformational leadership in driving employee performance to improve, due to several things. First, transformational leadership reflects superior human resource management, when leaders provide space for active participation to employees in the decision-making process and implementation of company operations, thereby increasing a sense of ownership and responsibility for organizational performance (Arifin & Narmaditya, 2024). Second, transformational leadership encourages the creation of a supportive work environment through open communication between management and employees by providing full support to individual employees who engage themselves when maximizing their potential (Ha & Oanh, 2024). Third, effective transformational leadership is able to facilitate the emergence of employee creativity by providing inspiration, support, and positive challenges, so that employees are encouraged to produce superior productivity.

However, even though transformational leadership can improve employee performance, there are still studies that produce transformational leadership that cannot improve employee performance (Layaman et al., 2021; Aljaddouih & Alkhraishi, 2024). Study Pham et al. (2025), highlighting that this is because transformational leadership requires empowering the individual needs of employees to develop their talents, without empowerment, employees cannot be encouraged to reach their maximum potential. Second, transformational leadership also requires openness in actively sharing knowledge between leaders and subordinates, if this knowledge exchange does not take place well, then the transformational leadership that is set cannot encourage employee performance to be effective (Layaman et al., 2021). Third, transformational leadership requires effective motivational support to achieve employee satisfaction levels, when job satisfaction is not met, the motivation provided by the leader is not strong enough to move employees to improve their performance (Aljaddouih & Alkhraishi, 2024).

Therefore, this suggests that inconsistencies in research findings regarding the impact of transformational leadership on employee performance point to a gap in the existing literature. So, we developed a research question. What are the steps that can be developed to improve good transformational leadership so that employee performance can improve? Furthermore, to overcome the existing gap, we propose the mediation role played by psychological capital and deduced from the view of Conservation of Resource Theory (Hobfoll, 1989), and several other variables; transformational leadership, knowledge sharing behaviour and employee performance. There are several arguments that this study adopts the conservation view of resource theory. First, the creation of a supportive work environment requires the readiness of internal employee resources, when these resources have been embedded, employees have a strong impetus to express their creativity in accelerating the achievement of organizational goals (Hobfoll, 2011). Second, the company's investment in building employee psychological capital is an important mechanism to overcome work challenges, so that it reflects that individual with greater resources will be more resilient to pressure and able to respond to work dynamics adaptively (Umrani et al., 2023). Third, when the organizational transformation process takes place, employees who have been equipped with psychological resources will tend to form a profit spiral of other superior resources (Supriharyanti et al., 2024).

Therefore, this study intends to introduce a conceptual framework to address the existing gaps by incorporating a mediating role; psychological capital deduced from

the Conservation of resource theory (Hobfoll, 1989). The model test was carried out by involving employees from finance company backgrounds in Semarang City, Central Java, Indonesia as many as 300 employees who were analyzed using Analysis Moment of Structural (AMOS).

2. Literature Review

2.1. Transformational Leadership and Psychological Capital

Transformational leadership highlights the leader's capacity to enhance employee enthusiasm and drive in order to accomplish the organization's core objectives (Ha & Oanh, 2024). This study is rooted in the Conservation Theory of Resource Hobfoll (1989), that to accelerate shared goals, companies need the creation of a supportive environment to obtain strong internal resources that can be empowered sustainably. Superior transformational leadership provides threat reduction through employee empowerment and individual attention, so that the creation of a sense of belonging can be maximized (Helalat et al., 2025). Superior empowerment will trigger employees to get the comfort they get (Nazarian et al., 2024). Long-term transformational leadership is not only limited to leadership style, but also the ability to build and strengthen internal resources, thereby creating employee growth that prioritizes common goals (Pham et al., 2025). Therefore, the conception of transformational leadership is characterized by three elements, namely, idealised influence, intellectual stimulation and individual consideration (Arifin & Narmaditya, 2024; Marpaung et al., 2024).

Psychological capital is rooted in the conservation of resource theory (Hobfoll, 2011), that employees will excel in their performance when there is psychological empowerment as a capital to maximize internal resources to develop employee competencies. Psychological capital as an asset to face a dynamic company in the workplace provides guidance for employees in managing their work, so that employees can survive to continue their careers (Peethambaran & Naim, 2024; Suparjo & Dana, 2024). When employees have strong psychological capital, they tend to withstand the pressure, thus reducing the risk of losing additional resources (Waseem, 2025). Conservation of resource theory (Hobfoll, 2011) highlighting that good internal capital management will result in resources that can maximize the potential of individuals. Therefore, the management of psychology as a superior asset for employees, will trigger the accumulation of other internal resources to emerge (Zhao et al., 2025). Therefore, this psychological capital is characterized by several important elements, namely; Hope, Resilience and Optimism (Supriharyanti et al., 2024).

Superior transformational leadership is characterized by the consistency of the ideal influence demonstrated by the leader (Layaman et al., 2021). When leaders act with a clear vision at the forefront, this allows the emergence of a culture of integrity in the workplace to grow massively (Ha & Oanh, 2024). This integrity encourages the emergence of employee trust, so that it has the opportunity to create a beneficial relationship between the company and employees (Umrani et al., 2023). This makes employees feel recognized and builds a sense of anticipation, leading to a strong commitment to actively support the organization (Pham et al., 2025). By providing a safe space to try new approaches, leaders help employees develop adaptability and mental resilience in the face of change, which ultimately strengthens the organization's internal environment (Supriharyanti et al., 2024). When this is supported by the role of independent thinking maturity that the company gives space for, it allows each employee to understand their unique needs and potentials (Aljaddouih & Alkhraishi, 2024).

H1: Transformational leadership has a positive impact on psychological capital.

2.2. Psychological Capital and Employee Performance

This study adopts the view of COR Theory, that strengthening internal resources is one of the ways companies maximize employee performance (Hobfoll, 1989). First, superior employee performance lies in the company's ability to manage its internal resources (Bartram et al., 2020). Second, these resources are maximized through individual employees, so that they can trigger a superior cycle of internal interaction (Helalat et al., 2025). Third, when the company is able to manage its employees' internal resources, this has the opportunity to give rise to the continued effectiveness of employees in carrying out their responsibilities (Layaman et al., 2021; Khasanah & Sasana, 2022). Therefore, the essence of the concept of superior employee performance is characterized by three elements, namely quality, effectiveness, work commitment (Arifin & Narmaditya, 2024).

This study adopts roots from the COR Theory Hobfoll (1989), that psychological capital is an individual's superior asset that has great potential to be managed by the company to maximize employee performance. This potential will appear optimally when the company sets clear and structured work goals, so the company needs to set mature goals for employees to understand the direction of their contribution (Zhao et al., 2025). This goal is packaged in the form of realistic targets to encourage confidence and consistent achievement, so that superior individual qualities can grow sustainably (Hanafy et al., 2025). When these superior qualities are supported by a transparent career development system, the chances of employee self-actualization will increase (Zhao et al., 2025). This support is effective when reinforced by task regulation training, helping employees to set priorities independently (Helalat et al., 2025). Transparent communication, and acknowledging achievements will encourage the creation of employee commitments, thereby encouraging employee effectiveness in carrying out their roles and responsibilities consistently (Supriharyanti et al., 2024).

H2: Psychological Capitan has a positive impact on employee performance.

2.3. Psychological Capital and Knowledge Sharing Behaviour

Conservational of resource theory provides the basic terminology that individuals will be motivated when companies are able to accommodate the internal resources, they use in maximizing productivity (Hobfoll, 1989). Knowledge sharing behaviour is the basis of personal resources that can be used by companies (Almadana et al., 2022). First, when the company is able to become a forum that can accommodate this knowledge sharing activity, it has the opportunity to strengthen their internal resources (Hanafy et al., 2025). Second, knowledge sharing behavior is the company's adaptive strategy in maximizing existing resources by accommodating employees who in turn can provide access to other complex management (Layaman et al., 2021). Third, when companies position knowledge-sharing behaviors as a continuous productive step, this can benefit organizations in strengthening their internal resources. Therefore, this knowledge sharing behavior is characterized by three elements. First, proactive knowledge sharing. Second, actual sharing of tacit knowledge. Third, knowledge dissemination (Vandavasi et al., 2020; Hanafy et al., 2025).

Psychological capital is an individual's superior asset that has great potential for the company to manage, so it has the opportunity to expand access to other superior resources (Peethambaran & Naim, 2024). Strengthening in this process requires the implementation of strategically designed psychologically-based training, so that employees are able to adapt to organizational dynamics that show resilience to pressure and change (Bado et al., 2025). The success of individuals in developing their competencies is a trigger for the emergence of in-depth knowledge sharing practices, so that when companies actively manage individual capital, the opportunity for knowledge exchange between employees can be maximized (Jeong,

2025). This knowledge encourages the collective completion of work responsibilities to be effective and sustainable (Supriharyanti et al., 2024).

H3: psychological capital has a positive impact on employee performance.

2.4. Knowledge Sharing Behavior as an Influence on Employee Performance

Cultivating the practice of sharing knowledge between employees as well as between employees and superiors is a crucial strategy for companies in building a superior internal work environment (Khan & Zulfiqar, 2024). This culture requires a structured mentorship program, where experienced employees actively mentor other colleagues (Hanafy et al., 2025). When the program is supported by internal discussion forums that take place regularly, the process of sharing knowledge becomes systematic and reflective (Layaman et al., 2021). Actualization of knowledge sharing can be realized in the form of activities such as experience sharing sessions, practical tips, and learning from daily work challenges (Vandavasi et al., 2020). When companies complement this process with a reward system or incentives for employees who actively share innovative ideas and solutions, the motivation to continue sharing will grow sustainably (Hanafy et al., 2025). This is an opportunity, collective enthusiasm increases and there is an internal commitment from employees to make knowledge sharing part of daily work behavior (Khan & Zulfiqar, 2024). When the company is able to facilitate cross-divisional communities as a space for knowledge exchange between different work units, this will have the opportunity to enrich perspectives and expand the scope of knowledge management that will be absorbed by all employees (Khan & Zulfiqar, 2024). When the Company's internal operations are carried out consistently, the systematic dissemination of knowledge into the internal business can be achieved effectively (Mahendra et al., 2025). This activity requires an inclusive learning system and can be accessed by all employees, so that the knowledge transfer process takes place transparently which can lead to superior productivity (Bado et al., 2025).

H4: Knowledge sharing behaviour has a positive impact on employee performance.

2.5. Psychological capital: a mediating role of transformational leadership on employee performance

This study deduces the view of COR Theory Hobfoll (1989), Organizations that effectively manage and nurture their internal resources to optimize employee potential are more likely to achieve long-term excellence and sustainability. Psychological capital as the basis of individual employee resources that can be managed has the opportunity to encourage the creation of an environment that is resistant to organizational dynamics (Jeong, 2025). This happens when leaders are able to shoulder responsibilities with high integrity and act as role models, thus giving rise to employee encouragement that fosters expectations and desires to maximize the quality of their performance (Waseem, 2025). Companies must communicate the organization's core values and vision clearly and measurably, so as to create transparent communication and allow employees to realistically measure their resilience, so as to have the opportunity to form a sense of optimism to improve the quality of their work (Ha & Oanh, 2024). When the company is able to form a sense of employee optimism and encourage creative thinking, this is likely that employees will be ready to become superior problem solvers in the work environment (Zhao et al., 2025). This stimulation is brought about through open discussions that are carried out regularly, thus creating a sense of ownership of the resulting solution (Waseem, 2025). This participation should be strengthened with consistent access to training, so that employees have space to explore ideas and test their resilience in solving challenges (Hanafy et al., 2025). This depends on the extent to which employees understand their personal needs and conditions (Zhao et

al., 2025). This understanding is formed through superior management of employee psychological capital to form open two-way communication, so that employees are able to identify their own strengths and weaknesses, they will be effective in completing their tasks and responsibilities (Peethambaran & Naim, 2024). A company that is open to aspirations and actively accommodates input from employees will form sustainable work expectations, so as to create a conducive work environment for the birth of long-term work commitments (Ha & Oanh, 2024).

H5: Psychological capital mediates transformational leadership on employee performance.

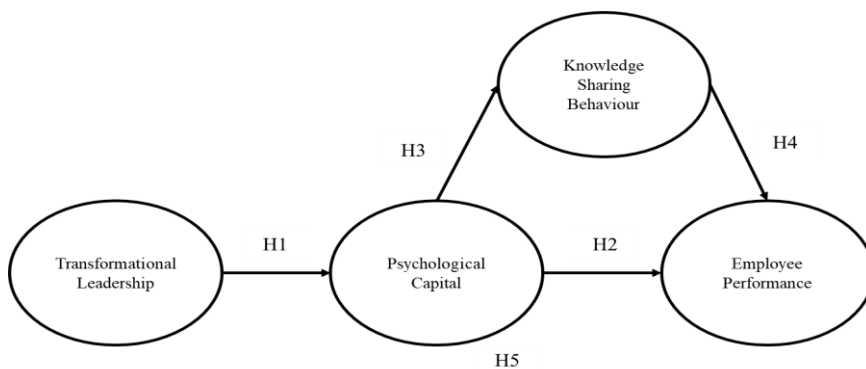


Figure 1. Conceptual Model

3. Methods

This research investigates how transformational leadership affects employee performance in the finance sector, considering psychological capital as a mediating variable between the two constructs. Quantitative methods were applied in this study and the conceptual model was tested in the city of Semarang, Central Java, Indonesia with a total of 300 participants sampled. Purposive sampling was applied to target potential respondents. The distribution of the questionnaire was carried out through the electronic format of google form (Sreejesh et al., 2014). Some dimensions are adapted to be applied to multiple variables. Transformational leadership and employee performance 3 items (Arifin & Narmaditya, 2024). Psychological capital 3 item (Supriharyanti et al., 2024). Knowledge sharing behaviour 3 item (Vandavasi et al., 2020; Hanafy et al., 2025). This study used scale of measurement (0= strongly disagree-10= strongly agree) (Hair et al., 2019). Structural equation model statistical tools (AMOS) are used to analyze the roles between variables (Yang et al., 2022).

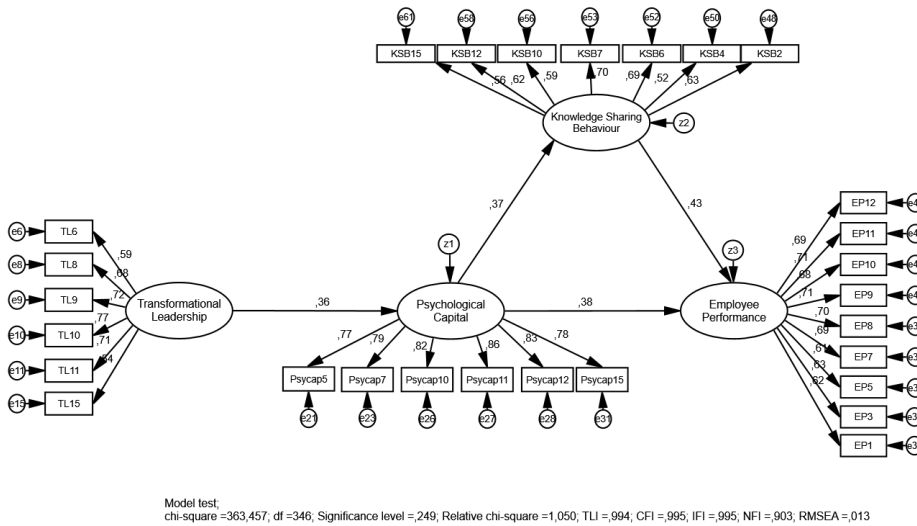
4. Results

We have run a structural equation model. In the first stage, we experienced an obstacle to abnormal data distribution, so we implemented data normalization with guidelines Tabachnick and Fidel (2013) i.e., $X_n = \lg_{10}(k-X)$. Model fit tests include; $\chi^2 = 363.457$ (df= 346; p= 0.249), χ^2 -relative = 1.050, TLI = 0.994, CFI = 0.995, IFI = 0.995, NFI = 0.903, RMSEA= 0.013. Therefore, the model shows that the results are appropriate, both statistically and non-statistically (Tabachnick & Fidel, 2013; Yang et al., 2022).

Table 1. Confirmatory factor analysis

| Variables | Scale of item | Reference | Std. loading | Critical ratio |
|--|--|---|--------------|----------------|
| Transformational leadership (AVE= 0.577; HR= 0.890) | | | | |
| TL6 | Leaders within our company regularly initiate brainstorming sessions for creative solutions | (Arifin & Narmaditya, 2024) | 0.586 | 11.014 |
| TL8 | Our company's leaders provide access to innovation and problem-solving training | | 0.679 | 10.252 |
| TL9 | Leaders in our company value failure as part of the learning process | | 0.721 | 9.734 |
| TL10 | Leaders within our company set challenging yet realistic work goals | | 0.773 | 8.811 |
| TL11 | Leaders in our company routinely conduct periodic personal coaching | | 0.710 | 9.886 |
| TL15 | Leaders within our company provide empathetic and constructive performance feedback | | 0.541 | 11.264 |
| Psychological capital (AVE= 0.771; CRI = 0.953) | | | | |
| Psycap5 | The company regularly evaluates periodic work progress that focuses on improvement | (Supriharyanti et al., 2024) | 0.773 | 10.672 |
| Psycap7 | Our company provides social support through a peer-support group | | 0.789 | 10.506 |
| Psycap10 | Our company prioritizes supervision that supports problem-solving | | 0.816 | 10.142 |
| Psycap11 | The company prioritizes internal communication that emphasizes the positive direction of the organization | | 0.856 | 9.361 |
| Psycap12 | Our company regularly holds regular employee appreciation programs | | 0.831 | 9.895 |
| Psycap15 | Our company provides positive feedback based on progress | | 0.776 | 10.644 |
| Knowledge sharing behaviour (AVE= 0.501; CR= 0.874) | | | | |
| KSB2N | Our company regularly holds experience sharing between divisions | (Hanafy et al., 2025; Vandavasi et al., 2020) | 0.630 | 10.550 |
| KSB4N | Our company has a cross-functional community of practitioners | | 0.524 | 11.249 |
| KSB6N | Our company regularly conducts senior-junior mentoring programs with a structured schedule | | 0.689 | 9.936 |
| KSB7N | Our company provides cross-division jobs | | 0.703 | 9.743 |
| KSB10N | Our company provides coaching space between colleagues in complex tasks | | 0.592 | 10.848 |
| KSB12N | Our company provides an internal digital portal based on employee contributions | | 0.618 | 10.649 |
| KSB15N | Our company provides opportunities to integrate the results of team innovation into the product's operational letter | | 0.563 | 11.038 |
| Employee performance (AVE=0.579; HR= 0.925) | | | | |
| EP1N | Our company provides regular technical training according to the development of the field | (Arifin & Narmaditya, 2024) | 0.617 | 11.273 |
| EP3N | Our company uses employee feedback in job evaluations | | 0.630 | 11.210 |
| EP5N | Our company provides time for the review of the work before it is submitted | | 0.606 | 11.323 |
| EP7N | Our company always adjusts the workload to the actual capacity of the employees | | 0.695 | 10.798 |
| EP8N | Our company uses a clear role-based collaborative work system | | 0.701 | 10.750 |
| EP9N | Our company gives autonomy in work decision-making | | 0.709 | 10.682 |
| EP10N | Our company regularly reviews outcome-based projects for continuous improvement | | 0.679 | 10.197 |
| EP11N | Our company sets a clear and socialized career path | | 0.713 | 10.647 |
| EP12N | Our company has a loyalty and tangible contribution-based reward system | | 0.693 | 10.550 |

We have carried out the CFA test stage as shown in Table 1 above showing that the weight of the factor ≥ 0.50 has been fulfilled (Bagozzi & Yi, 1988), with an AVE of ≥ 0.50 , a composite reliability index of 0.70 and a critical ratio value of ≥ 1.96 (Hair et al., 2019; Yang et al., 2022). Because the confirmatory factor analysis model and the fit model test have been fulfilled. We proceed to the regression hypothesis test stage.



Model test:
 chi-square =363,457, df =346, Significance level =,249, Relative chi-square =1,050, TLI =,994, CFI =,995, IFI =,995, NFI =,903, RMSEA =,013

Figure 2. Hypothesis Test

This hypothesis testing stage is carried out by proposing 5 hypotheses. The test showed that 5 hypotheses submitted were indicated to be accepted. The first stage of testing is done by testing the hypothesis directly.

Table 2. Hypothesis Test

| Hypothesis | Std. Estimate | Std. Error | C.R | p |
|---|---------------|------------|-------|-------|
| H1: Transformational Leadership → Psychological capital | 0.359 | 0.112 | 4.893 | 0.000 |
| H2: Psychological capital → Employee performance | 0.382 | 0.059 | 5.961 | 0.000 |
| H3: Psychological capital → Knowledge sharing behaviour | 0.367 | 0.049 | 4.994 | 0.000 |
| H4: Knowledge sharing behaviour → Employee performance | 0.426 | 0.104 | 5.578 | 0.000 |

The stages of direct hypothesis testing as shown in Table 2 above show that the direct influence hypothesis proposed as many as four hypotheses indicate acceptance. First, transformational leadership can increase psychological capital ($\beta= 0.359$, $p= 0.000$). Second, psychological capital can encourage employee performance to be better ($\beta= 0.382$, $p= 0.035$). Third, psychological capital can improve knowledge sharing behavior for the better ($\beta= 0.367$, $p= 0.000$). Fourth, knowledge sharing behavior can be accepted as a driver of better employee performance ($\beta= 0.426$, $p= 0.000$). Next, we test the mediation hypothesis with the Baron and Kenny (1986) which shows that the testing of the mediation hypothesis is accepted, as shown in Table 3.

Table 3. Mediation hypothesis test

| Mediation Test | Direct Effect | Indirect Effect | | | | Conclusion |
|--|--|-------------------------|-------|-------|-------|----------------------------------|
| | | Confidence Interval 95% | | | | |
| | | Estimate | Lower | Upper | p | |
| H5: Transformational Leadership → Psychological capital → Employee performance | 0.138 (C.R= 2.267; p= 0.023) [*] | 0.170 | 0.083 | 0.312 | 0.000 | Accepted partial mediation |

The second stage, the testing of the mediation hypothesis shows that it is accepted and acts as a partial mediation. This occurs because performing a regression of an independent variable on a dependent variable yields a likelihood value of ≤ 0.05 (Baron & Kenny, 1986). Therefore, psychological capital has an effect as a mediator on the role of transformational leadership on employee performance ($\beta = 0.170$, $p = 0.000$). Therefore, we conclude that the proposed mediation, namely psychological capital, plays a role as a partial mediation.

5. Discussion

This study attempts to resolve inconsistencies discovered in the research literatures on the impact of transformational leadership on employee performance. These findings indicate that when companies effectively manage internal employee resources particularly through the strategic development of psychological capital, transformational leadership can positively influence employee performance. Therefore, based on the regression estimates that we found, we will present some important findings related to the acceptance of the proposed hypothesis.

First, multiple studies reveal that transformational leadership does not consistently exert a direct effect on enhancing employee performance (Aljaddouih & Alkhraishi, 2024; Layaman et al., 2021; Pham et al., 2025). This is understandable because transformational leadership operates through motivational mechanisms, which will only be effective if employees have adequate psychological capacity to capture, internalize, and respond to influences from leaders adaptively. Second, based on the Conservation of Resources Theory Hobfoll (1989), individuals who experience a lack of psychological resources, such as confidence, hope, or resilience tend to be in defensive mode. In these conditions, employees are more focused on maintaining their remaining resources rather than taking risks to innovate or improve the quality of work. As a result, the push for change from transformational leaders can be perceived as a threat, not as an opportunity to grow. Third, this study emphasizes that transformational leadership will only be effective in encouraging employee performance if it is preceded by strengthening psychological capital that is systematically managed by the organization. When a company actively strengthens its employees' internal resources through training, social support, and positive communication, employees will have enough capacity to respond constructively to the influence of leaders. Thus, psychological capital derived from COR Theory is the main prerequisite for transformational leadership to function optimally. Psychological resources managed on an ongoing basis by the company not only strengthen individual resilience, but also create the psychological conditions that allow transformational leadership to truly impact performance improvement. Without this foundation, transformational leadership is only a stimulus without the ability to fail to create behavioral changes or expected work outcomes.

6. Conclusion

This study aims to clarify the mixed results about how transformational leadership affects employee performance by using Conservation of Resources theory,

which highlights that a company's success depends on wisely managing its internal resources to create more valuable assets (Hobfoll, 1989). The study proposes several theoretical implications. First, this study observed one mediating variable in the role of transformational leadership in improving employee performance, namely psychological capital and knowledge sharing behavior variables which are postulated as direct influences by deducing the view of COR theory as an analytical blade, which in the end this study confirms that COR theory is appropriately applied when companies carry out transformational leadership processes aimed at improving employee performance. Second, the COR theory applied as the basis for thinking in this study is a strong affirmation in bridging some literature that produces inconsistencies in reviewing the role of transformational leadership to improve employee performance. Third, psychological capital rooted in COR Theory is a prerequisite when companies prioritize transformation that starts from internal, so that companies can suppress complex organizational dynamics by managing the psychological capital of their employees which will produce productive performance (Hobfoll, 1989).

Furthermore, the findings of this study propose several managerial implications that can be considered, especially in companies in the financial industry sector. First, superior psychology capital lies in its systematic and organized management and application, so it is an important prerequisite when companies want transformational leadership to succeed in improving employee performance. Second, knowledge exchange behavior provides space for employees to get new information that can be managed to generate new knowledge in driving superior performance quality to complete tasks effectively. Third, superior transformational leadership lies in a process that focuses on creating effective two-way communication and feedback between leaders and employees, allowing companies to reduce complex internal dynamics efficiently. Therefore, intense internal resource management will result in superior employee performance. These resources encourage the active involvement of leaders and employees in creating a transparent environment.

In addition, this study is inseparable from some limitations that can be considered in future studies. First, this study tested a theoretical model on employees working in the financial industry in Semarang City, Central Java, so that it does not have a strong generalization that can be applied to employees in other sectors. Second, this study is limited to developing three dimensions, so future studies can replicate to explore complex depersonalization based on other theoretical views. Third, this study uses a questionnaire that is distributed electronically, so that it is possible to get respondents who do not meet the criteria. Therefore, future studies can prepare for sampling using structured methods.

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