

THE EFFECT OF STRATEGIC HUMAN RESOURCE MANAGEMENT, TRANSFORMATIONAL LEADERSHIP AND INFORMATION SHARING ON ORGANIZATIONAL PERFORMANCE (Case Study at Depok City Public Hospital)

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Abstract: This study analyses Strategic Human Resource Management, Transformational Leadership and Information Sharing on Organizational Performance (Case Study at the Depok City Regional Public Hospital). The purpose of the study is to prove and analyse the influence of Strategic Human Resource Management, Transformational Leadership and Information Sharing on Organizational Performance (Case Study at the Depok City Regional General Hospital). This research is quantitative by distributing questionnaires to 53 employees in the Depok City Hospital. This study uses the Partial Least Square (PLS) method with the Smart-PLS 3.0 program. The results of data analysis show that (1) Strategic Human Resource Management has a significant effect on Organizational Performance (2) Transformational Leadership has a significant effect on Organizational Performance (3) Information Sharing has a significant effect on Organizational Performance (4) Strategic Human Resource Management has a significant effect on Organizational Performance through Information Sharing (5) Transformational Leadership has an effect on Organizational Performance through Information Sharing (6) Strategic Human Resource Management, Transformational Leadership and Information Sharing simultaneously have a significant effect on Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with Decree No. 445 /01/SK/RSUD/2022 about the Determination of the Head of Installation, Head of Room and Head of Unit at the Depok City Regional Public Hospital

Keywords: Strategic Human Resource Management, Transformational Leadership, Information Sharing, Organizational Performance.

1. INTRODUCTION

Corona Virus Disease 2019(COVID-19) was declared as a pandemic by the World Health Organization (WHO) in early March 2020. Likewise in Indonesia, it was affected by the spread of the virus. Indonesia reported its first case on March 2, 2020 and declared an emergency status with the issuance of Presidential Decree Number 11 of 2020 concerning Stipulation of a Public Health Emergency Corona Virus Disease 2019 (COVID-19). Cases has been increasing and spreading rapidly throughout Indonesia. According to the Head of the Data and Information Technology Division of the Covid-19 Task Force, Dewi Nur Aisyah, the death rate was still high at 2.72 percent in February 2021. One of the Hospital Management experts, Dr. Nur Hidayah, S.E., M.M predicted that if this pandemic is prolonged, several hospitals in the country will face bankruptcy. In the webinar on the Financial System and Accounting for Health Institutions in New Normal Conditions, Dr. drg. JulitaHendhartini, M.Kes., AAK., stated that the average hospital income has fallen by 50 percent. It is difficult for hospital administrators to cover operational costs.

Hospitals are the front line against the Covid-19 Pandemic, without proper management they cannot achieve success. The 2020 Journal of The Second Affiliated Hospital Zhejiang University School of Medicine, Covid-19 Outbreak and Hospital Respond Strategy stated that when a hospital does not function properly, it cannot provide good health services for the community. This is the responsibility of the hospital director and everyone working in the hospital.

Depok City Regional Public Hospital is the only government-owned hospital in Depok City and is a Covid-19 Referral with a capacity of 177 beds and 741 employees consisting of various types of staff, both medical and non-medical, so they are required to be able to provide good performance and can compete with private hospitals, this can be seen in the table related to the achievement of minimum service standards below:

Table 1. Minimum Service Standards Achievement

Achievement	Year of 2018	Year of 2019	Year of 2020
Achieved	71	63	62
Not Achieved	30	38	39

Source: Service Section of Depok Hospital

It can be seen from the table above that 39 Minimum Service Standards are not met, so a special strategy is needed in the strategic management of Human Resources in order to achieve the Organizational Performance. The Organizational Performance is the result of work in which quality and quantity can be achieved by an employee in carrying out tasks according to the responsibilities given (Mangkunegara, 2005:28). OP measurement was first introduced by Kaplan and Norton with the idea of having a more comprehensive benchmark of organizational performance success by emphasizing four approaches, namely financial, customer, internal business, learning and growth perspectives which are measurements of organizational performance to improve communication, set organizational goals, and provide feedback on the strategy set by the company.

There is a decrease in the minimum service standards that are not achieved due to several reasons, one of which is the organizational performance which experiences a slight decrease due to one of these activities which should have been effective. The organizational satisfaction services must be effective with efficient cost spending.

The description above indicates that there are problems with the organizational performance in which the community satisfaction survey becomes an indicator of the organizational performance; it is indicated to be stagnant so that it results significant changes. This organizational performance component is a vital thing that needs to be done and owned by an organization that is engaged in contemporary society because each different organization operates in an environment that is full of competition (Negrut and Mihartescu, 2016). This indication is also reinforced by pre-survey data from 10 employees of the Depok City Regional Public Hospital as illustrated in the following table.

Table 2. Organizational Performance Pre-Survey Results for Depok City Hospital Employees

Statement	Yes	No
Organizational quality	70%	30%
Organizational quantity	60%	40%
Use of time at work	60%	40%
Collaboration with others at work	80%	20%

Source: Pre-Preliminary Survey 2022 (data processed)

The results of the preliminary survey that has been carried out as shown in the table above regarding Organizational Performance shows that 70% employees agree with the organizational qualities such as the level of errors, damage and anxiety; the quantity of the organization and the use of time at work has 60% employees' agreements. As much as 80% employees agree that the standard of satisfaction value owned by the Depok city hospital is applied.

The next problem that can also be identified from the results of the preliminary survey is that the organization can achieve its goals supported by Human Resources. Apart from being a driving force in the organization, HR is also an asset that must be managed. Siagian (2016; 33) emphasized that properly managed human resources will enable an organization to work at a high level of efficiency, effectiveness and productivity. HR is the most important element in the organization because it is the basis for the success of the organization in achieving its goals and various targets as well as its ability to face various challenges.

SHRM is used by organizations to collect information related to activities that focus on the planning process up to employee management. By implementing SHRM, it can enable employees to have IS. IS is used to transfer knowledge and share information to achieve organizational goals. This is also supported by a preliminary survey related to Strategic Human Resources Management which is listed in the following table:

Table 3. Results of Strategic Human Resources Management Pre-Survey for Depok City Hospital Employees

Statement	Yes	No
Efficient HRM Implementation	60%	40%
Adequate Resources and Capabilities	80%	20%
Effective Employee Performance	70%	30%
Stakeholder satisfaction and loyalty	70%	30%

Source: Pre-Preliminary Survey 2022 (data processed)

Based on the results of the preliminary pre-survey related to Strategic Human Resources Management, it can be seen that almost all respondents agree with the implementation of efficient HRM, adequate resources and capabilities, and satisfaction and loyalty of stakeholders. Yet, employees almost agree with the effective employee performance because the implementation of SHRM which involves all employees will provide formulations that will be implemented at a certain time in the organization to achieve its goals. Also, it directly affects the good performance because good synergy occurs between employees and the others which can create a sense of togetherness, one vision, one mission and if there is a sense of kinship, it all also requires leadership that can adapt. It is important to implement Strategic Human Resource Management in improving the performance which illustrates the importance of Strategic Human Resource Management on the excellencerecruitment, clear rewards and accountability, collegial and flexible workplaces, communication integrity and wise use of resources in implementing policies and practices.

In addition to the human resource strategy, there are also those that support the achievement of Organizational Performance, namely Transformational Leadership which describes how effective leaders inspire and can be examples for their followers. Surabhi (2013:8) suggests that there is a significant positive correlation between transformational leadership, strategic HR, and company performance. The TFL transformational leadership style used can encourage knowledge and experience sharing activities within the organization, so that later it will provide benefits for the organizational progress. This is also supported by a preliminary survey related to the transformational leadership which is listed in the following table:

Table 4. Results of the Pre-Survey of Transformational Leadership in Depok City Hospital Employees

Statement	Yes	No
Employer shows the importance of Vision and Mission	80%	20%
Employer provides a strong incentive to encourage their employees	60%	40%
Employer provides strong support and encouragement to make employees more courageous in conveying ideas or ideas	70%	30%

Source: Pre-Preliminary Survey 2022 (data processed)

Based on the results of the preliminary pre-survey related to the transformational leadership, it can be seen that superiors show how important Vision and Mission is, superiors provide strong encouragement to encourage their employees and superiors provide strong support and encouragement to make employees more courageous in conveying ideas for almost all respondents agreed

Thus, it can be concluded that the TFL style will enhance and facilitate organizational IS activities. Also, Information sharing (IS) can measure commitment to organizational success. (Park, 2017). Likewise, knowledge sharing is also a significant predictor of organizational performance; this study finds a positive relationship between knowledge sharing and organizational performance (Ahmed, et al, 2020: 11). This is also supported by a preliminary survey related to information sharing which is listed in the following table:

Table 5. Information Sharing Pre-Survey Results for Depok City Hospital Employees

Statement	Yes	No
Employees have confidence in sharing information	60%	40%
Employees are committed to share information in every department	80%	20%
There is information technology that facilitates employees to share information	60%	40%

Source: Pre-Preliminary Survey 2022 (data processed)

Based on the results of the pre-preliminary survey related to information sharing, it can be seen that employees have a sense of trust in sharing information and there is information technology that facilitates employees to share information, 60% of employees agree with this statement, but almost all respondents agree that employees have a commitment to work together and have the information sharing within each department.

This is supported by researches conducted by Zehir et al (2016) and Delery and Roumpi (2017) which say that SHRM makes companies have a sustainable competitive advantage. SHRM can produce and benefit HR which leads to organizational excellence. Furthermore, researches conducted by organizations (Arif and Akram, 2018; Rashid Khan et al, 2018; Hun Han et al, 2018) state that the right leadership style is needed to support the achievement of excellence and organizational performance. It is also supported by research results which say that Transformational Leadership (TFL) has a significant effect on the organizational performance. Then, some researches (Thanh Son et al, 2020; Duc Tai et al, 2017; Akturan and Cekmeceluoglu, 2016; Park Rhokeun, 2017) conclude a positive relationship between knowledge sharing and organizational performance. On the basis of the problems above and the results of previous researches, the authors consider it necessary to assess the influence of Strategic Human Resource Management, Transformational Leadership on Organizational Performance through information sharing of employees in the Depok City Public Hospital environment.

2. LITERATURE REVIEW

Organizational Performance

Organizational Performance is the result of a job that becomes the achievement of company goals. Company performance is the result of management activities. The parameters that are often used to assess the company performance are carried out using an approach in which financial information is taken from the financial reports or other financial reports. Performance appraisal aims to determine the effectiveness of the company's operations. This can be done using a method or approach of non-financial performance. Kaplan and Atkinson (1998:551) states that to measure the performance use non-financial measurement units. The information used in measuring the financial performance is the financial information, management accounting information, and financial accounting information such as the profit before tax, return on investment, and so on. In relation to the performance measurement, Healy (1995) states that the performance measurement is based on the market performance. This, according to him, has several weaknesses such as the number of incidents that are not controlled. Uncertainty leads to a market price risk and it can also lead to uncontrollable conditions and it, in turn, provides invalid feedback on quality and the management decision making concerns. In addition, the use of internal performance also has weaknesses as a basis for measurement. Conversely, management's internal performance can be controlled so that basic manipulation of measurements is possible.

Based on the various theories above, it can be said that Organizational Performance is the result of a job that is the achievement of company goals with organizational performance indicators of quality, quantity, use of time at work and cooperation.

Strategic Human Resource Management

Strategic Human Resources Management or commonly abbreviated as SHRM is the process of developing, implementing and evaluating HR strategies to support business strategy. Ulrich (1997), in his book entitled Human Resource Champions, explains that the HR function plays an important role in achieving the organizational excellence. SHRM defines what the organization will do regarding the HR policies and practices and how it will be integrated.

According to Supriadi (2022), Human Resource Management aims to utilize, develop, research of the existing HR (Human Resources) and SDA (Natural Resources) so that they can be managed effectively and efficiently. Basically, management is an effort to manage resources to achieve organizational or corporate goals. As a process to achieve it, it needs careful planning, consistent implementation, and continuous control so that these goals can be achieved efficiently and effectively. This Human Resource Management Textbook consists of eleven chapters; the scope of material covered includes Basic Concepts of HRM, Important Roles of HRM, HR Planning, Job Design & Analysis, HR Strategy & Procurement, HR Development, Talent Management, Career Management, Performance Management & Remuneration, Industrial Relations, Occupational Safety and Health.

Transformational Leadership

Transformational Leadership (TFL) is how leaders change the perceptions, attitudes, and behaviour of the employees regardless of whether the changes occur (Wutun, 2001). Conceptually, Transformational Leadership is a leader's ability to change the work environment; work motivation, work patterns, and employee work values so that the employees will optimize their performance to achieve the organizational goals. Also, it defines that TFL as a leader who has the power to influence the employees in certain ways. With the implementation of TFL, the employees will feel trusted, valued, loyal and respect their leaders. In the end, the employees will be motivated to do more than expected. According to Yukl, there are four dimensions mentioned in TFL, namely:

- a. **Ideal Influence**
The ideal influence is the behaviour of a leader who has character in his leadership. Leaders have the charisma to lead their employees, and leaders can show their stance in difficult situations that exist within their organizations. Leaders must provide high standards of behaviour, and give their employees insight into the vision and mission, and show how important the existing vision and mission is.
- b. **Inspirational Motivation**
Inspirational motivation is a strong encouragement from leaders to give enthusiasm to their employees, leaders must be able to influence the employees to have high enthusiasm for achieving common goals in the organization. Like the theory supported by Yukl, which states that leaders who have inspirational motivation will show behaviour that arouses the employees' passion to achieve the best performance and self-development.
- c. **Intellectual Stimulation**
Intellectual stimulation is the attitude of a leader who encourages his employees to be creative and develop ideas, leaders must be able to hear input from their employees and provide strong support and encouragement to make the employees more courageous in conveying ideas from each individual.
- d. **Individual Consideration**
Individual consideration is a leader who is able to treat his employees fairly for each individual, and leaders are able to encourage and teach the employees to develop in their work, and prioritize the growth of each individual. By considering the individual needs and aspirations, leaders listen to and educate the employees so that each employee develops and has the knowledge needed in the organization. Through intellectual stimulation, leaders can stimulate the growth of innovation and new ways of solving a problem.

Information Sharing

Sharing information is the key to a successful relationship. When employees have a commitment to share information, then the internal employee relations between departments are also good. This is in line with the theory made priorly by Fawcett (2007) that close and quality relationships can be built through the sharing information when companies want to share common goals and build active employees (good collaborative relationships). Thus, to establish relationships between employees requires open communication where open communication is caused by the proper flow of information within the organization. Information sharing is a continuous flow of communication between partners, both formal and informal, and contributes to better planning and monitoring in a series (Miguel and Brito, 2011).

According to Perry Carpenter (2019), sharing information has inherently limited benefits which mean that sharing information is closely related to the employees who have the awareness to disseminate correct information.

3. RESEARCH METHODOLOGY

This research is a quantitative study that aims to determine the effect of Strategic Human Resource Management, Transformational Leadership, and Information Sharing on Organizational Performance (Case Study at Depok City Regional Public Hospital). The population in this study are employees in Depok City Regional Public Hospital which are recorded in SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital, namely 53 people. The sample size taken is 53 respondents with the probability sampling method, especially saturated samples (Saturation Sampling). The data collection is carried out through distributing questionnaires. The analysis technique used is the PLS (Partial Least Square) analysis method.

4. RESULTS AND DISCUSSION

After the statement items per variable are declared valid, all variables are also declared reliable and the structural model of the research is declared fit, so it can be continued by conducting research t-test statistics. The t-statistic test in this study using the t test or partial test is used to determine whether or not there is an influence between the research variables. According to Sarjono&Julianita (2011, p. 133) states that to find the t-table value is seen from the significance level of 0.05 and the t-table level is obtained from $df = \text{number of samples} - \text{number of variables}$. Thus, it is known that $t\text{-table} = 1,994$ which is obtained from the formula $df = n - k$ or $df = 53 - 4 = 49$ with a degree of confidence, the t-table obtained is 2.009. Based on the results of data processing for the significance test (t-test), the following results are obtained:

Table 6. Path Coefficient Value

	Original Sampel	T Statistik	P Values
<i>Strategic Human Resouce Management -> Organization Performance</i>	0,280	2,637	0,046
<i>Transformational Leadership -> Organization Performance</i>	0,916	3,108	0,002
<i>Information Sharing -> Organization Performance</i>	0,230	2,745	0,032

Source: SmartPLS 3.0 Output Results, 2022

Table 7. Indirect Effect Values

	Original Sampel	T Statistik	P Values
<i>Strategic Human Resouce Management -> Information Sharing -> Organization Performance</i>	0,203	2,157	0,008
<i>Transformational Leadership -> Information Sharing -> Organization Performance</i>	0,703	2,199	0,011

Source: SmartPLS 3.0 Output Results, 2022

The Effect of Strategic Human Resource Management on Organizational Performance in Depok City Regional Public Hospital

Based on the results of the previous analysis, the results of testing the Strategic Human Resource Management variable on Employee Organizational Performance in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Heads of Rooms and Heads of Units in Depok City Regional Public Hospital show an Original Sample of 0.280 or 28% with a t-count value compared to a t-table of $2,637 > 2.009$ with a significance value of $0.046 < 0.05$ so that it can be interpreted that Strategic Human Resource Management has a significant effect on the Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Heads of Installation, Heads of Rooms and Heads of Units at General Hospitals Depok City area.

This is in line with the research conducted by the application of SHRM to align between the vision and mission of the organization to support the more achievement of the organizational goals, the better the organizational performance because SHRM increases motivation and performance (Li, S et al, 2021 p. 20). The same thing is also revealed in research conducted by Al-Khaled and Fenn in 2020 entitled The Impact of Strategic Human Resource Management Practices on Organizational Performance. It is concluded that emphasizing human resources as well as strategic human resource practices will affect the organizational performance. Companies that adopt good SHRM practices will definitely be able to achieve their goal in the long term, to keep their company in the industry. Having good SHRM practices will be a major competitive advantage for the company as a whole.

In this study, there is the highest indicator value SHRM12 with a value of 0.887 which indicates an increase in customer service. This means that the respondents, in this case the employees at the Depok City Regional General Hospital, are very concerned about the patient's condition and provide good service so that they always improve services and the SHRM runs well so that organizational performance can increase as well.

Whereas the indicator with the lowest value is SHRM22 on the statement of increasing the stakeholder satisfaction. Although the value of this indicator is low, it is in the high category with the value of this indicator being 0.636 with the average respondent answering 5 or strongly agree.

The Effect of Transformational Leadership on Organizational Performance in Depok City Regional Public Hospital

Based on the results of the previous analysis, the results of the Transformational Leadership test on Employee Organizational Performance in Depok City Regional Public Hospital environment in accordance with SK No.445/01/SK/RSUD/2022 about the Appointment of Heads of Installation, Heads of Rooms and Heads of Units at Depok City Regional Public Hospital area show an Original Sample of 0.916 or 91.6% with a t-count value compared to a t-table of $3.108 > 2.009$ with a significance value of $0.002 < 0.05$ so that it can be interpreted that Transformational Leadership has a significant effect on the Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital with the magnitude of the relationship that is 91.6%

This is in line with research conducted by Susan Taylor (2017) which shows that an organization's strategic orientation requires a certain leadership style, thereby contributing to higher performance. Leadership and HR can be correlated with each other (McClean and Collins, 2019) and both can influence organizational, team and individual outcomes (Steffensen, 2019). This study also finds that there is an interactive effect between service-oriented high-performance work systems and service leadership on service climate. Additionally, HRM practices and leadership behaviours can mediate the influence of others on outcomes (Lopez Cabrales, Bornay-Barrachina, and Diaz-Fernandez 2017). TFL affects how the OP can be realized. With TFL, it will have an impact on the team performance under a high level of adaptation or low-level efficiency orientation according to the level of TFL.

In this study, there is the highest indicator value TL12 with a value of 0.894 which states that employers are able to encourage and teach employees to develop in their work. This means that the respondents, in this case the employees in Depok City Regional Public Hospital, are very capable of encouraging and teaching their employees to develop in their work so that they can improve their organizational performance.

Whereas the indicator with the lowest value TL3 with the statement of the superior shows his stance in difficult situations that exist within the organization. Although the value of this indicator is low, it is in the high category with the value of this indicator being 0.826 with the average respondent answering 5 or strongly agree.

The Effect of Information Sharing on Organizational Performance in Depok City Regional Public Hospital

Based on the results of the previous analysis, the results of the Information Sharing test on the Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Heads of Installation, Heads of Rooms and Heads of Units at Depok City Regional Public Hospital shows an Original Sample of 0.230 or 23% with a t-count value

compared to a t-table of $2.745 > 2.009$ with a significance value of $0.032 < 0.05$ so that it can be interpreted that Information Sharing has a significant effect on the Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with Decree No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital with the magnitude of the relationship is 23%.

This is in line with research conducted by Mandasari (2016) which in his research, it states that IS is a way for what the organization does, for example performance targets, organizational goals and objectives can be known by the employees. By knowing IS, it can be used as a guide so that it will affect the achievement of OP. This is in line with the results of research showing that IS has a positive and significant effect on OP. The more the spread of IS increases, the OP will also increase.

This is in line with the theory conducted by Fawcett (2007) that close and quality relationships can be built through the sharing information when companies want to share common goals and build active employees (good collaborative relationships). Thus, to establish relationships between employees requires open communication where open communication is caused by the proper flow of information within the organization.

In this study, there is the highest IS2 indicator value with a value of 0.950 which states that Management regularly informs the employees about all policies/regulations. This means that the respondents, in this case the employees at Depok City Regional Public Hospital, always remind all employees of the regulations in order to achieve a superior organization.

Whereas the indicator with the lowest score IS1 between employees who have a sense of trust in sharing information. Even though the visionary indicator score is low, it is in the high category, with an indicator value of 0.905 with an average respondent answering 5 or strongly agree.

The Effect of Strategic Human Resource Management on Organizational Performance Through Information Sharing in the Depok City Regional General Hospital

Based on the results of the analysis carried out previously, the results of the Strategic Human Resource Management Test on Organizational Performance through Employee Information Sharing in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Heads of Rooms and The Head of Unit at Depok City Regional Public Hospital show an Original Sample of 0.203 or 20.3% with a t-count value compared to a t-table of $2.157 > 2.009$ with a significance value of $0.008 < 0.05$ so that it can be interpreted that Strategic Human Resource Management has a significant effect on Organizational Performance through Employee Information Sharing in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Room Heads and Unit Heads in Depok City Public Hospital.

Strategic Human Resource Management (SHRM) is needed in running an organization as a strategic and coherent approach to the management of an organization's most valuable asset - the people working there who individually and collectively contribute in achieving its goals (Armstrong, 2006: 3). Organizations can achieve maximum effectiveness by carrying out the HRM function and involving it in the strategic management process because the objective of Strategic Human Resource Management (SHRM) is to build strategic capabilities by ensuring that the organization has skilled, responsible and highly motivated employees needed to achieve the sustainable competitive advantage.

SHRM is used for organizations to collect information related to activities that focus on the planning process up to the employee management. By implementing SHRM it can enable employees to have IS. IS is used to transfer knowledge and share information to achieve the organizational goals.

The Influence of Transformational Leadership on Organizational Performance Through Information Sharing in Depok City Regional Public Hospital

Based on the results of the previous analysis, the results of the Transformational Leadership test on Organizational Performance through Employee Information Sharing in Depok City Public Hospital environment

in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Heads of Rooms and Heads of Units in Depok City Regional Public Hospital show an Original Sample of 0.703 or 70.3% with a t-count value compared to a t-table of 2.199 > 2.009 with a significance value of 0.011 < 0.05 so that it can be interpreted that Transformational Leadership has a significant effect on Organizational Performance through Employee Information Sharing in Depok City Public Hospital environment in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Heads of Installation, Heads of Rooms and Heads of Units in Hospitals Depok City Public.

This is in line with Yukl (2013: 322) who argues that with transformational leadership, the employees feel the trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they expect. In contrast, the transactional leadership involves an exchange process that may result in the employees' compliance with the leader's requests but is unlikely to generate enthusiasm and commitment to task goals.

Thus, it can be concluded that the TFL style will enhance and facilitate organizational IS activities. Also, Information sharing (IS) can measure the commitment to organizational success. (Park, 2017). Likewise, knowledge sharing is also a significant predictor of the organizational performance; this study finds a positive relationship between knowledge sharing and organizational performance (Ahmed, et al, 2020: 11)

In addition to the partial test, this study also uses a simultaneous test. This test is used to determine whether the independent variables together have a significant effect on the dependent variable, or is used to determine whether the regression model can be used to predict the dependent variable or not. Significant means that the relationship that occurs can apply to the population (can be generalized). To carry out the f test, an f-table value is needed to analyse it. The f-table value can be calculated using the formula =FINV(prob;k;n) that uses the formula in Microsoft Excel =Finv(0.05;4;53) with a result of 2.54. Then, Ftable is 2.54. The following is the calculation of the F test using the following formula:

$$F = \frac{R^2/k}{(1 - R^2)/(n - k - 1)}$$

$$F = \frac{0.731^2/4}{(1 - 0.731^2)/(53 - 4 - 1)}$$

F= 13,77

If F-table < F-count, it means Ho is rejected or the independent variables together have a significant effect on the independent variable; yet if F-table > F-count, it means Ho is accepted or the independent variables together have no significant effect on the dependent variable. Based on the data above, there is an f-test calculation, namely F-table 2.54 < F-count 13.77 which means that Strategic Human Resource Management, Transformational Leadership and Information Sharing have a simultaneous effect on the Organizational Performance of the hospital

The Influence of Strategic Human Resource Management, Transformational Leadership and Information Sharing simultaneously on the Organizational Performance in Depok City Regional Public Hospital

Based on the results of the previous analysis, the calculation of the f test is F-table 2.54 < F-count 13.77 which means the Strategic Human Resource Management, Transformational Leadership and Information Sharing simultaneously have a significant effect of 13.77 on Organizational Performance in Depok City Regional Public Hospital environment. Thus, SHRM is defined in the process of developing, implementing, and evaluating HR strategies to support business strategy. Ulrich (1997), explains that the HR function plays an important role in achieving the organizational excellence. SHRM defines what the organization will do regarding HR policies and practices and how it will be integrated.

TFL affects how OP can be realized. With TFL, it will have an impact on the team performance under a high level of adaptation or low-level efficiency orientation according to the level of TFL. Research from Susan Taylor (2017) shows that an organization's strategic orientation requires a certain leadership style, thereby contributing to higher

performance.

Leadership and HR can be correlated with each other (McClean and Collins, 2019) and both can influence organizational, team and individual outcomes (Steffensen, 2019). This study also finds that there is an interactive effect between service-oriented high-performance work systems and service leadership on service climate. Additionally, HRM practices and leadership behaviours can mediate the influence of others on outcomes (Lopez Cabrales, Bornay-Barrachina, and Diaz-Fernandez 2017). IS is a way for what the organization does, for example performance targets, goals and objectives of the organization to be known by employees. By knowing IS, it can be used as a guide so that it will affect the achievement of OP. This is in line with the results of research showing that IS has a positive and significant effect on OP. (Mandasari, 2016).

5. CONCLUSION

In accordance with the research conducted, the results of the analysis and discussion have been explained previously concerning the Influence of Strategic Human Resource Management, Transformational Leadership on Organizational Performance through Employee Information Sharing in Depok City Public Hospital environment in accordance with SK No.445/01/SK /RSUD/2022 about the Determination of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital, as well as the tests that have been carried out, it can be concluded that:

- a. Strategic Human Resource Management has a significant effect on the Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital.
- b. Transformational Leadership has a significant effect on the Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Appointment of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital.
- c. Information Sharing has a significant effect on the Organizational Performance of Employees in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital
- d. Strategic Human Resource Management influences Organizational Performance through Employee Information Sharing in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Appointment of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital
- e. Transformational Leadership influences Organizational Performance through Information Sharing of Employees in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Appointment of Installation Heads, Room Heads and Unit Heads at Depok City Regional Public Hospital.
- f. Strategic Human Resource Management, Transformational Leadership and Information Sharing together have a significant effect on Employee Organizational Performance in Depok City Regional Public Hospital in accordance with SK No.445/01/SK/RSUD/2022 about the Determination of Installation Heads, Heads of Rooms and Unit Head at Depok City Regional Public Hospital.

6. SUGGESTION

According to the conclusions that have been made, the researchers provide the following suggestions:

- a. Employees in Depok City Regional Public Hospital environment can maintain good Strategic Human Resource Management so they can increase Organizational Performance.
- b. Employees in Depok City Regional Public Hospital environment can maintain good Transformational Leadership so they can increase Organizational Performance.
- c. Employees in Depok City Regional Public Hospital environment can maintain good information sharing so they can increase Organizational Performance.
- d. Employees in Depok City Regional Public Hospital environment can maintain Strategic Human Resource Management, Transformational Leadership through good Information Sharing so they can increase Organizational Performance.

- e. Altogether, employees in Depok City Regional Public Hospital environment can maintain good Strategic Human Resource Management, Transformational Leadership and Information Sharing so they can Organizational Performance.
- f. For future researchers who wish to examine the same topic as this study, it is hoped that they will add independent variables so that the research to be carried out can be more varied and strengthen more regarding to the Organizational Performance.

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