

Memayu Hayuning Bawana's Effect in Enhancing Human Resource Performance: The Effect of Employee Interaction and Value-Based Leadership

*Employee Interaction
and Value-Based
Leadership*

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ABSTRACT

Human resource management in educational institutions requires a comprehensive approach that goes beyond administrative functions, incorporating values, social relationships, and organizational culture. This study aims to analyze the influence of employee interaction and value-based leadership on human resource performance, as well as examine the moderating role of the Javanese philosophical value memayu hayuning bawana. Using a quantitative method, the study involved a saturated sample of 113 educators and staff in Muhammadiyah schools in Pacitan. Data were analyzed using PLS-SEM through assessments of the outer model, inner model, significance tests, and predictive evaluation. The results indicate that employee interaction and value-based leadership significantly and positively affect human resource performance, with value-based leadership showing a stronger influence. The moderating effect of memayu hayuning bawana was found to be positive but relatively small. The result implies that integrating local cultural values strengthens leadership practices and enhances organizational effectiveness. In conclusion, the combination of interpersonal interaction, value-based leadership, and local wisdom contributes significantly to improving human resource performance in educational institutions.

Keywords: *Employee Interaction, Human Resource Performance, Memayu Hayuning Bawana, Muhammadiyah Education, Value-Based Leadership.*

INTRODUCTION

Human resource management in the modern era faces increasingly complex challenges due to rapidly changing organizational dynamics, requiring effective HR implementation across institutions (Kalidhamar & Fadilah, 2025; Ambarwati et al., 2025). Organizations must move beyond administrative functions to create healthy, inclusive, and responsive work environments that address issues such as burnout, quiet quitting, and low engagement, particularly in the Muhammadiyah education sector (Ngalimun et al., 2022). Shifting employee expectations about the meaning of work further demands a human value-based management approach, especially in educational institutions that depend on the quality of educators and staff to achieve organizational goals (Kholili & Fajaruddin, 2020).

In the context of educational institutions, the dynamics of work involving professional demands, administrative burdens, and intense social interactions make human resource management increasingly challenging, especially in maintaining the balance between work-life quality and organizational commitment (Yusuf et al., 2022). Employee interactions play a crucial role in building trust, teamwork, and a work environment that supports productivity, in line with the view that both Shariah and conventional HRM concepts place work relationships as a fundamental element (Syakarna et al., 2021). Likewise, value-based leadership styles become an important factor influencing stability, motivation, and individual performance, as evidenced in research on the impact of

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transformational leadership on human resource performance (Rusmayadi & Sasangka, 2017).

Furthermore, the integration of local cultural values such as the Javanese philosophy of *memayu hayuning bawana* becomes increasingly relevant in strengthening leadership practices and organizational culture, especially in the context of Islamic education that emphasizes ethics and human resource development (Sidiq, 2024). The values of harmony, usefulness, and balance contained within it align with the needs of modern organizations that not only pursue efficiency but also consider social and moral impacts, including in the value-based recruitment process at Muhammadiyah institutions (Yuli & Malik, 2019). When these values are internalized in work behavior and leadership, employee relationships become more constructive and support the improvement of human resource performance, as seen in the implementation of reward and compensation systems in Muhammadiyah schools (Soebartika & Rindaningsih, 2023).

Research on employee interactions, value-based leadership, and the enhancement of human resource performance has been extensively conducted in various organizational contexts. Sendawula et al. (2018) found that training and employee engagement significantly contribute to the improvement of employee performance, indicating that the quality of internal organizational relationships is a determining factor for productivity. Triasti and Purba (2021) also emphasize that engagement and work discipline play a role in strengthening the performance of educational staff, making a supportive work environment a fundamental necessity in educational institutions. Meanwhile, Haq et al. (2022) emphasize the importance of integrating local values in character education management, which has proven capable of building a harmonious and effective work culture.

Furthermore, research related to values and leadership also provides an overview of how organizational culture influences work dynamics. Gunada et al. (2024) show that leadership rooted in local wisdom has a positive impact on social interactions and educational effectiveness, proving that cultural values can be a source of organizational reinforcement. Surbakti (2024) found that value-based leadership is capable of managing cultural diversity and creating work harmony, thereby strengthening employee commitment and trust. On the other hand, Lasagena and Kadang (2024) show that employee interaction significantly affects performance both directly and through job satisfaction, reaffirming the importance of interpersonal relationships in achieving organizational targets.

Although various studies have discussed the relationship between employee interaction, value-based leadership, and performance, there have not been many studies that specifically incorporate the philosophy of *memayu hayuning bawana* as a cultural variable that moderates organizational dynamics, especially in value-based Islamic educational institutions like Muhammadiyah. This gap indicates the need for research that integrates local wisdom with modern management models to see how cultural values can strengthen the relationships between organizational variables. Therefore, this research is conducted to examine the influence of employee interaction and value-based leadership on human resource performance and to assess the role of *memayu hayuning bawana* as a reinforcing element in that relationship. This research is also aimed at providing theoretical contributions through the expansion of literature on value-based leadership and human resource management, as well as practical benefits for Muhammadiyah educational institutions in building a harmonious, ethical work culture that aligns with the institutional cultural identity.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect on Human Resource Performance

Employee interaction is a fundamental factor influencing human resource performance, as it enhances communication quality, collaboration, and mutual understanding among employees (Krishnaveni & Monica, 2018; Fazrin & Norman,

2024). Effective interaction between employees and leaders creates a supportive work environment that fosters engagement and productivity. The interaction between leadership and employees has a direct and positive influence on employee performance through improved HR practices and workplace relationships (Cahyadi et al., 2022). In addition, interpersonal relationships built through continuous interaction encourage trust and facilitate knowledge sharing, which are essential for improving individual and organizational performance (Mohammed & Kamalanabhan, 2020). Prior studies by Pujiono et al. (2020) also emphasize that teamwork, communication, and interaction with supervisors significantly contribute to higher levels of job performance and HR effectiveness. Therefore, stronger employee interaction leads to better coordination and ultimately enhances overall human resource performance.

On the other hand, value-based leadership plays a critical role in shaping employee behavior and performance by promoting ethical standards and organizational values (Purnomo & Ausat, 2024). This leadership style focuses on integrity, fairness, and trust, which positively influence employee attitudes and motivation. Values-based leadership fosters an ethical and high-performing work environment by strengthening employee engagement and organizational commitment (Widakdo et al., 2025). Furthermore, leaders who consistently apply values-based principles are able to build a positive organizational climate that improves employee satisfaction and productivity (Waruwu, 2025). Research by Cunha (2025) indicates that value-based leadership significantly enhances employee engagement, which in turn leads to improved performance outcomes. Thus, the integration of strong employee interaction and value-based leadership can create a sustainable improvement in human resource performance.

H1: Employee interaction has a positive effect on human resource performance.

H2: Value-based leadership style has a positive effect on human resource performance.

Memayu Hayuning Bawana as a Moderating Effect

Memayu hayuning bawana, as a cultural value emphasizing harmony, balance, and collective well-being, can strengthen the relationship between employee interaction and human resource performance. In organizational contexts, cultural values often act as moderating variables that influence how interpersonal relationships translate into performance outcomes (Shi & Veenstra, 2021). Organizational culture has a significant moderating effect on the relationship between interaction and employee performance by reinforcing trust, collaboration, and shared values (Pujiono et al., 2020). This suggests that when employees internalize harmonious cultural values such as *memayu hayuning bawana*, the positive impact of interaction becomes stronger and more meaningful. Furthermore, cultural norms that promote cooperation and mutual respect enhance engagement, which ultimately improves performance (Hung et al., 2022).

Similarly, *memayu hayuning bawana* also moderates the relationship between value-based leadership and human resource performance. Leadership effectiveness is often contingent on the alignment between leadership values and organizational culture. Organizational culture moderates the effect of leadership on employee performance by shaping how values are perceived and implemented within the organization (Aslam et al., 2024). In this context, value-based leadership becomes more impactful when supported by cultural principles that emphasize ethical behavior and social harmony. Additionally, research by Deogaonkar and Nanoty (2023) highlights that cultural values can strengthen the influence of leadership on employee engagement and performance outcomes. Therefore, *memayu hayuning bawana* acts as a reinforcing mechanism that enhances both employee interaction and value-based leadership in improving human resource performance.

H3: *Memayu hayuning bawana* has a moderating effect between employee interaction and human resource performance.

H4: *Memayu hayuning bawana* has a moderating effect between value-based leadership style and human resource performance.

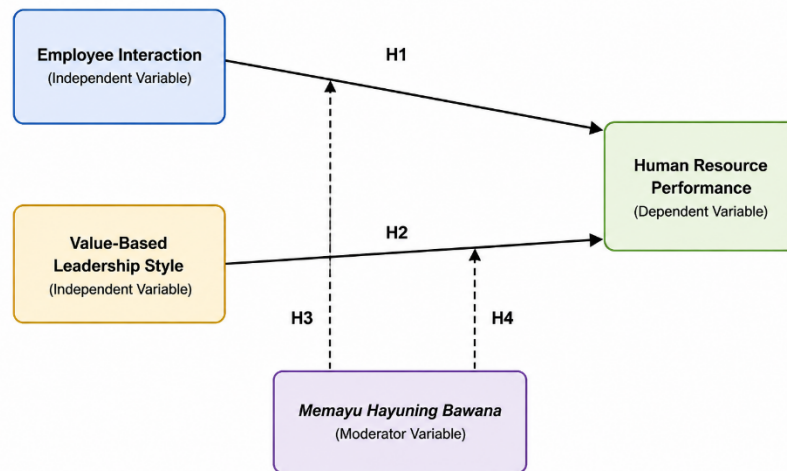


Figure 1. Research Framework

Figure 1 presents the research framework developed in this study, describing the relationships among employee interaction, value-based leadership style, and human resource performance. Employee interaction and value-based leadership style are positioned as independent variables that are proposed to directly affect human resource performance, as represented in hypotheses H1 and H2. Furthermore, the cultural philosophy of *memayu hayuning bawana* is incorporated as a moderating variable that may influence the strength of the relationship between employee interaction and human resource performance (H3), as well as between value-based leadership style and human resource performance (H4).

RESEARCH METHODS

This research uses a quantitative approach aimed at testing the relationships between variables through statistical analysis. This approach was chosen because it can provide an empirical picture of the influence of employee interactions and value-based leadership styles on human resource performance, as well as assess the moderating role of the value of *memayu hayuning bawana*. Quantitative research allows for the objective measurement of variables using standardized instruments. In addition, the analysis techniques used support the simultaneous testing of both direct and indirect relationships. Thus, this approach is suitable for testing the conceptual model that has been formulated.

The research population includes all educators and educational staff working at Muhammadiyah educational institutions at the senior secondary school level in Pacitan Regency. The total population consists of 113 people based on the number of heads, teachers, and administrative staff at those schools. The sampling technique used the saturated sampling method, where the entire population was made the research sample. The selection of this technique is based on the relatively small population size and the need to obtain a comprehensive picture of the organizational dynamics within the Muhammadiyah educational institutions. Thus, all 113 respondents became the primary data source for the research.

Research data were obtained through the distribution of questionnaires designed using a 1–5 Likert scale to measure respondents' attitudes, perceptions, and evaluations of the research variables. The questionnaire was used because it effectively gathers information uniformly and allows for structured statistical analysis. The questionnaire items include indicators of employee interaction, value-based leadership style, the value of *memayu*

hayuning bawana, and human resource performance. The data collected is primary because it was obtained directly from respondents through the completion of questionnaires. In addition, secondary data in the form of school documents and supporting literature are used to enhance the understanding of the research context.

Each variable in this study is operationally defined to ensure measurability and analytical consistency. Employee interaction is measured through open communication, cooperation, team trust, and social support. Value-based leadership includes exemplary behavior, integrity, fairness, and concern for subordinates. The moderating variable, *memayu hayuning bawana*, is assessed through ethical leadership, social harmony, and sustainable work orientation. Human resource performance is measured by ability, responsibility, work quality, and collaboration. All variables use a Likert scale for quantitative analysis, and data are analyzed using PLS-SEM with SmartPLS 4, chosen for its ability to examine complex relationships with medium to small samples.

The analysis stages include the evaluation of the outer model to assess the validity and reliability of indicators, as well as the inner model to test the strength of relationships between variables through R^2 , Q^2 , VIF, F^2 effect, and path coefficients. Significance testing is conducted using the bootstrapping method, while moderation testing employs the product indicator approach. Through these steps, the research model can be comprehensively assessed in terms of measurement quality and predictive power.

RESULTS

As the initial stage of presenting the research results, the following section provides a detailed description of the characteristics of the respondents who participated in this study, including their demographic and relevant background information to support the analysis.

Table 1. Respondent Characteristics

Category	Subcategory	Frequency	Percentage
Gender	Male	48	42.48%
	Female	65	57.52%
Age	< 30 Years	22	19.47%
	30–40 Years	41	36.28%
	> 40 years	50	44.25%
Employment Status	Headmaster	6	5.31%
	Teacher	92	81.41%
	Staff	15	13.27%
Work Experience	< 5 years	27	23.89%
	5–10 years	39	34.51%
	> 10 years	47	41.59%

Based on the respondents' data in Table 1, the majority of participants in this study are female, accounting for 57.52%, while males make up 42.48%. In terms of age, the largest group of respondents falls within the age range of 40 years or above at 44.25%, followed by the age group of 30–40 years at 36.28%, indicating that most respondents are in a mature career phase. In terms of employment status, respondents are predominantly teachers at 81.41%, while educational staff accounts for 13.27%. Looking at the length of service, 41.59% of respondents have worked for more than 10 years, demonstrating a high level of work experience in the Muhammadiyah educational institution being studied. This overview provides an understanding of the human resource profile that serves as the basis for further analysis in the research.

The collected research data was then analysed using SmartPLS to build a structural model that illustrates the relationships between the research variables. The results of the research model processing are visualized in Figure 2.

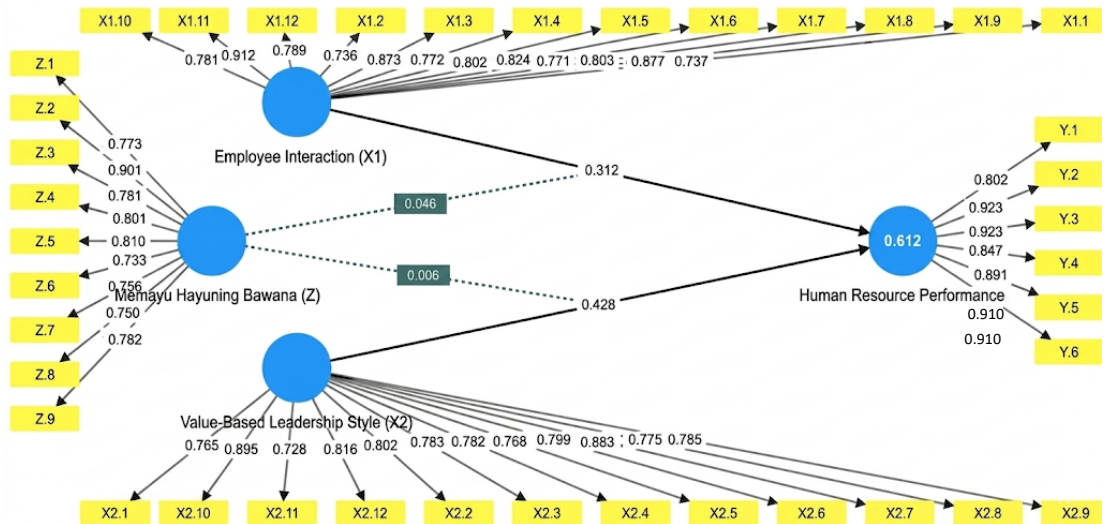


Figure 2. Research Model Processing Results

The research model displayed in Figure 2 illustrates the relationship between employee interaction variables, value-based leadership styles, the *memayu hayuning bawana* value as a moderator, and human resource performance as the dependent variable. Through this structural model, the direction and strength of the influence of each variable can be seen, including the moderation path that shows how local cultural values can strengthen or weaken the relationships between the main variables. The structure of the model serves as the basis for conducting outer model and inner model evaluations, allowing for comprehensive hypothesis testing based on the estimates produced by SmartPLS. The processed data is then tested through the outer model process to assess the validity and reliability of the constructs before conducting structural testing.

Table 2. Results of Outer Model Evaluation

Variable	Item	Outer Loading	AVE	Composite Reliability
Employee Interaction (X1)	X1.1 – X1.12	0.736 – 0.912	0.684	0.957
Value-Based Leadership Style (X2)	X2.1 – X2.12	0.728 – 0.895	0.671	0.953
<i>Memayu Hayuning Bawana</i> (Z)	Z1 – Z9	0.733 – 0.901	0.658	0.944
Human Resource Performance (Y)	Y1 – Y6	0.802 – 0.923	0.712	0.949

Table 2 shows the outer model evaluation, which shows that all indicators on the employee interaction variable, value-based leadership style, *memayu hayuning bawana*, and human resource performance have outer loading values above 0.70, thus meeting the criteria for convergent validity. The AVE values of all variables are also above 0.50, which confirms that the constructs have a good ability to explain the variance of their forming indicators. Furthermore, the Composite Reliability values, which are far above the minimum threshold of 0.70, indicate that all constructs have very good internal consistency. With the fulfilment of all these criteria, it can be concluded that the measurement model is valid and reliable, making it suitable to proceed to the inner model analysis stage to test the structural relationships between variables.

In the discriminant validity test, the following table displays the research variables in the top row and the leftmost column. The values on the diagonal (marked with parentheses) are the square roots of the AVE of each variable. Meanwhile, the numbers below the diagonal indicate the correlation between variables, and the numbers above the diagonal represent the HTMT ratio used to assess the extent to which the variables can be distinguished from one another. This presentation aims to ensure that each construct has adequate distinction from other constructs.

Table 3. Discriminant Validity

Variable	X1	X2	Z	Y
Employee Interaction (X1)	(0.827)	0.612	0.588	0.645
Value-Based Leadership Style (X2)	0.554	(0.819)	0.603	0.629
<i>Memayu Hayuning Bawana</i> (Z)	0.521	0.566	(0.811)	0.618
Human Resource Performance (Y)	0.587	0.591	0.549	(0.844)

Based on Table 3, the discriminant validity table, all the square root AVE values on the diagonal are greater than the correlations between variables in the same row or column. This condition indicates that each construct has a higher variance extraction value compared to its similarity with other constructs, thus meeting the Fornell–Larcker criterion. In addition, all HTMT values are below the maximum threshold of 0.90, indicating that the differences between constructs are sufficiently big and there are no issues with conceptual discrimination. Thus, all research variables are declared to have good discriminant validity and are suitable for use in structural model analysis.

Table 4. Path Significance Test

Relationship Between Variables	Path Coefficient	t-statistic	p-value
Employee Interaction → Human Resource Performance	0.312	4.215	0.000
Value-Based Leadership Style → Human Resource Performance	0.428	5.103	0.000
Employee Interaction × <i>Memayu Hayuning Bawana</i> → Human Resource Performance	0.167	2.284	0.023
Value-Based Leadership Style × <i>Memayu Hayuning Bawana</i> → Human Resource Performance	0.141	2.019	0.044

Based on Table 4, the significance test results, all relationships between variables show t-statistic values greater than 1.96 and p-values less than 0.05, which means all paths are declared significant. Employee interaction has been proven to have a positive impact on human resource performance, as well as a value-based leadership style, which provides a stronger positive contribution to performance improvement. Meanwhile, both moderation relationships between employee interaction and *memayu hayuning bawana* and value-based leadership style and *memayu hayuning bawana* show significant results in influencing human resource performance, indicating that the value of *memayu hayuning bawana* strengthens the relationship between employee interaction and value-based leadership style on human resource performance. These results affirm that local cultural variables play an important role in optimizing organizational dynamics.

Table 5. Results of R², Q², and f² Tests

Test Type	Variable/ Relationship	Value	Explanation
R ²	Human Resource Performance	0.612	Strong
Q ²	Human Resource Performance	0.417	Predictive ability
	Employee Interaction → Human Resource Performance	0.128	Medium effect
	Value-Based Leadership Style → Human Resource Performance	0.231	Strong effect
f ²	Employee Interaction × <i>Memayu Hayuning Bawana</i> → Human Resource Performance	0.046	Small effect
	Value-Based Leadership Style × <i>Memayu Hayuning Bawana</i> → Human Resource Performance	0.038	Small effect

Table 5 shows that the results of the inner model testing show that the R² value of 0.612 indicates that the variables of employee interaction, value-based leadership style, and the moderating role of *memayu hayuning bawana* can explain approximately 61.2% of the variation in human resource performance, which falls into the strong category. The Q² value of 0.417 indicates that the model has good predictive ability, as its value is above 0.00. Meanwhile, the f² results show that the influence of employee interaction and value-based leadership on human resource performance falls into the moderate category, indicating a substantive contribution to the model. The moderating effect of the value of

memayu hayuning bawana on both main relationships falls into the small category, yet remains significant, the moderating role still contributes to strengthening the relationships between variables. These results indicate that the structural model has good quality and is suitable for drawing conclusions.

DISCUSSION

The findings indicate that employee interaction has a positive and significant influence on human resource performance. This result supports the view that strong internal relationships, such as open communication, cooperation, and social support, serve as a foundation for improving employee performance, particularly within the context of Javanese culture and its social values (Karimah, 2015). These findings are consistent with prior research by Hidayah et al. (2019), emphasizing that social interaction plays an important role in shaping character and enhancing performance in value-based educational institutions. However, while meaningful, employee interaction is not the sole determinant of performance, suggesting the presence of other influential organizational factors.

Furthermore, value-based leadership demonstrates a stronger positive influence on human resource performance. This finding is in line with studies highlighting that exemplary, ethical, and integrity-driven leadership plays a central role in fostering employee competence and commitment, particularly in Islamic educational settings that emphasize moral and spiritual development (Setiawan & Asyiqien, 2019). The result is also consistent with research in human resource management that underscores the importance of value-oriented leadership in improving employee performance within religious-based organizations (Cahyadi et al., 2022; Navaulana & Hasan, 2024). Compared to interpersonal interaction alone, leadership grounded in values appears to have a more substantial impact, reinforcing the strategic importance of leadership development in organizations.

The moderation analysis reveals that the cultural value of *memayu hayuning bawana* strengthens the relationship between employee interaction, value-based leadership, and human resource performance, although its effect tends to be modest. This finding aligns with the notion that local cultural values operate contextually and subtly in shaping social behavior and organizational dynamics (Oktaviani & Darmoko, 2021). It is also consistent with studies suggesting that the philosophy of *memayu hayuning bawana* promotes harmony, ethical conduct, and balance within the social environment (Ma'sum & Muslim, 2025). Similarly, research on the concept of *hamemayu hayuning bawana* confirms its role in guiding human behavior toward social equilibrium and organizational ethics (Nugroho et al., 2023). Thus, while not dominant, this cultural value meaningfully reinforces existing relationships among variables.

From the perspective of model quality, the findings demonstrate strong explanatory and predictive capabilities, indicating that the integration of employee interaction, value-based leadership, and local cultural values provides a comprehensive understanding of the factors influencing human resource performance. This result is consistent with studies emphasizing the importance of cultural value internalization in shaping behavior and improving outcomes within community and organizational contexts (Lailam & Andrianti, 2021). This finding is consistent with Syafaat (2023), who emphasizes that the transformation of local values plays a significant role in shaping mindsets and behaviors within educational institutions. Similarly, Pramudiyanto and Sari (2024) argue that educational management practices that prioritize character development serve as a key driver of human resource performance.

These findings confirm that both interpersonal interaction and value-based leadership contribute positively to performance, with local cultural values acting as a reinforcing factor. This supports and extends existing theories of value-based leadership in educational management by integrating local cultural context as an important element. The results suggest that Muhammadiyah educational institutions should prioritize the integration of cultural values into leadership practices and strengthen interpersonal

collaboration among employees. However, the relatively limited moderating effect and the use of a cross-sectional design indicate the need for further research to explore more deeply the processes of cultural value internalization within organizations, as also suggested by Bravo-Duarte et al. (2025).

CONCLUSION

The research results show that employee interaction and value-based leadership have a positive and significant effect on human resource performance, with value-based leadership demonstrating a stronger influence. The cultural value of *memayu hayuning bawana* is proven to strengthen the relationship between these variables and performance, although its moderating effect is relatively small. The model also shows strong predictive power, as indicated by high R^2 and Q^2 values, suggesting that the combination of interpersonal factors, leadership, and local cultural values contributes significantly to improving work effectiveness in Muhammadiyah educational institutions. These findings highlight that integrating local cultural values into modern leadership models enriches the understanding of human resource performance, particularly in value-based educational contexts. Educational institutions are encouraged to develop programs that not only emphasize technical and managerial competencies but also foster moral values, exemplary leadership, and strong social interaction among employees to build a harmonious and adaptive work culture.

However, this study has several limitations. The sample is limited to Muhammadiyah educational institutions, which may restrict the generalizability of the findings. In addition, the use of a cross-sectional design does not capture changes over time, and the reliance on self-reported data may introduce response bias. Therefore, future research is recommended to expand the sample across different regions or types of institutions and to apply longitudinal approaches in order to better understand the dynamics of cultural value internalization. Furthermore, organizations should strengthen internal communication and collaboration through structured mentoring and value-based leadership training, as well as systematically integrate the values of *memayu hayuning bawana* into organizational policies.

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