

## The Influence of Intellectual Stimulation on Human Resource Performance through Self-Efficacy at PT PLN (Persero), East and North Kalimantan Distribution Main Unit



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### Abstract

This study aims to examine the influence of intellectual stimulation on human resource performance through self-efficacy at PT PLN (Persero), East and North Kalimantan Distribution Main Unit. Intellectual stimulation, as part of transformational leadership, is believed to enhance employees' ability to think critically and solve problems creatively, which in turn can improve their self-efficacy and overall job performance. Using a quantitative approach with data collected through questionnaires distributed to employees, this research analyzes the direct and indirect effects of intellectual stimulation on performance. The findings indicate that intellectual stimulation has a significant positive effect on self-efficacy and human resource performance, with self-efficacy acting as a mediating variable. These results highlight the importance of leaders applying intellectually stimulating strategies to foster a more confident and high-performing workforce.

**Keywords:** Intellectual Stimulation, Self-Efficacy, Human Resource Performance, Transformational Leadership, PT PLN (Persero), East and North Kalimantan

## INTRODUCTION

Effective management is essential for organizations, both in the private and public sectors, to achieve their goals. The success of a company largely depends on the quality and performance of its human resources, which must be managed professionally to enhance individual and organizational outcomes (Rahman, 2022; Mondiani, 2022). PT PLN (Persero), as the sole electricity service provider in Indonesia, operates through various main units across the country, including the East and North Kalimantan Distribution Main Unit. In the context of public service, this unit prioritizes service excellence to ensure customer satisfaction. However, despite these efforts, frequent customer complaints and service disruptions still occur, indicating ongoing challenges in human resource performance.

**Table 1.**  
**Data on the Number of Power Outages and Customer Complaints at PT PLN (Persero), East and North Kalimantan Main Unit in 2024**

Month	Number of Power Outages	Number of Customer Complaints
January	120	85
February	98	74
March	110	82
April	95	69
May	105	78
June	87	65
July	92	70
August	100	80
September	115	90
October	108	76
November	97	72
December	102	79
<b>Total</b>	<b>1,229</b>	<b>950</b>

*Source: (EIS APKT Application Data, 2025).*

Based on EIS APKT application data (2025), the highest number of power outages and customer complaints in 2024 occurred in East Kalimantan in October, with 6,924 outages and 842 complaints, and in North Kalimantan in December, with 6,861 outages and 912 complaints. These incidents indicate potential human resource performance issues at PT PLN (Persero) East and North Kalimantan Distribution Main Unit. Employee performance is influenced by various factors, including leadership. Transformational leadership plays a vital role in organizational success by inspiring employees to exceed expectations through a compelling vision and personal development (Sujana & Ardana, 2020; Alamri, 2023). It fosters employee confidence, which positively impacts performance (Dari & Suryani, 2023; Baan, Pongtuluran, & Kannapadang, 2024).

One key dimension of transformational leadership is intellectual stimulation, which encourages employees to enhance creativity, innovation, and problem-solving abilities by challenging conventional thinking (Santoso, Ekowati, & Daulay, 2024). Leaders who apply intellectual stimulation promote professional growth by encouraging new perspectives and critical analysis (Dewi, Kirana, & Subiyanto, 2022; Iqbal, 2021).

In addition to leadership, companies must also consider the role of self-efficacy. Self-efficacy is the belief in the probability that an individual can successfully carry out a task (Ali & Wardoyo, 2021). It encourages individuals to be more motivated to achieve optimal performance outcomes (Agustin, Widayani, & Utami, 2021). Human resources with low self-efficacy tend to experience reduced job satisfaction, never reach psychological maturity, have low work motivation, often feel bored, and display emotional instability (Li, 2023). When faced with difficult situations, they are likely to be unmotivated and avoid collaboration (Jannah, Husen, & Rafiie, 2023). Existing literature on the effect of transformational leadership on performance shows inconsistent results. Some studies indicate that transformational leadership positively affects performance (Husnah et al., 2022; Dari & Suryani, 2023), while others suggest it has no significant effect (Baihaqi & Saifudin, 2021; Yohana, Ridho, & Malik, 2023). Based on these phenomena and the existing research gap, this study introduces self-efficacy as a mediating variable. Therefore, the researcher is interested in conducting a study entitled *“The Influence of Intellectual Stimulation on Human Resource Performance through Self-Efficacy at PT PLN (Persero), East and North Kalimantan Distribution Main Unit.”*

## REVIEW OF LITERATURE

### Transformational Leadership

Transformational leadership is considered an effective leadership model for enhancing employee performance and job satisfaction (Sulistiyawati, 2022). It focuses on developing a vision, changing organizational culture, and driving transformation (Ramadhani & Indawati, 2021). Transformational leaders motivate followers to align personal interests with organizational goals through individualized consideration, intellectual stimulation, and idealized influence, leading to extra effort for greater organizational effectiveness (Darmawan, Satrya, & Listyarini, 2023). They inspire confidence, pride, loyalty, and respect among employees, encouraging them to exceed expectations (Sitorus & Agustian, 2023). In summary, transformational leadership transforms followers' awareness of issues by helping them view problems in new ways, and inspires them to exert extra effort toward achieving organizational goals.

According to Sopiah (2022), transformational leadership consists of several key dimensions:

1. **Charisma**

Charisma is seen as a blend of charm and personal appeal that contributes to a leader's exceptional ability to gain others' support for their vision and to promote it with enthusiasm.

2. **Inspirational Motivation**

Inspirational motivation refers to a leader's passion in communicating an idealistic future for the organization. Leaders use verbal communication and symbols to energize their subordinates. They emphasize the importance of the organization's vision and

mission, encouraging alignment across the team. This shared vision drives employees to collaborate optimistically toward long-term goals, fostering both individual and team spirit.

### 3. **Intellectual Stimulation**

Intellectual stimulation describes how leaders encourage employees to solve old problems using new approaches. Leaders focus on raising awareness and attention toward existing challenges, urging subordinates to apply fresh perspectives and innovative methods in addressing organizational issues.

### 4. **Individualized Consideration**

This dimension highlights a leader's attentiveness to each employee's needs, treating them individually, offering coaching and mentorship, and guiding them to recognize and develop their unique strengths.

In this study, only one dimension of transformational leadership is examined: intellectual stimulation, due to its relevance to the context of PT PLN (Persero) UID East and North Kalimantan.

According to Iqbal (2021), indicators of intellectual stimulation include:

#### 1. **Teaching how to provide logical reasoning for opinions**

Leaders teach employees to justify their opinions with rational arguments, helping to build strong foundations for ideas. Well-structured and logical reasoning supports comprehensive understanding and strengthens decision-making processes.

#### 2. **Suggesting new methods for task completion**

Leaders propose innovative ways to accomplish tasks, such as learning new skills, practicing open communication, managing time effectively, working in teams, and focusing on solutions. This not only helps employees complete tasks efficiently but also promotes their personal and professional growth.

#### 3. **Emphasizing the use of intelligence in facing difficulties**

Leaders highlight the importance of applying intelligence during challenges, which helps employees remain motivated and goal-oriented even under pressure. Intelligent employees are more adaptable to change and can develop their potential to overcome obstacles effectively.

#### 4. **Encouraging new perspectives on old problems**

Leaders help subordinates view long-standing issues from fresh perspectives, focusing on each individual's developmental needs. They inspire followers to contribute extra effort toward achieving group goals by revitalizing motivation and creativity.

### **Self-Efficacy**

Self-efficacy refers to an individual's belief in their ability to perform tasks and achieve desired outcomes. It reflects a person's confidence in successfully executing actions to reach specific goals (Sumaila & Rossanty, 2022). Individuals with strong self-efficacy are more likely to be optimistic about their abilities and persevere in the face of challenges, while those with low self-efficacy tend to expect failure and avoid difficult tasks (Ramadhan & Budiono, 2023). Self-efficacy is not only about confidence but also about one's belief in the probability of future success (Demir, 2020). According to Luthans (2019), self-efficacy plays a crucial role in improving job satisfaction, as it involves trust in one's competence to achieve specific outcomes.

In summary, self-efficacy is an employee's self-assessment of their competence to complete tasks, achieve goals, and deliver results.

According to Sumaila and Rossanty (2022), self-efficacy has three key indicators:

1. **Level (Task Difficulty Level)**

This indicator reflects a person's preference for tasks that match their perceived capabilities. Individuals with high self-efficacy are more likely to choose and engage in tasks that challenge but align with their skill set.

2. **Generality (Breadth of Behavioral Domains)**

This refers to the range of tasks or areas in which an individual feels competent. High self-efficacy is shown when a person can effectively handle a variety of job responsibilities, whereas low self-efficacy limits one's capacity to just a few areas.

3. **Strength**

Strength indicates the intensity of a person's belief in their ability to succeed. It reflects the determination and seriousness with which individuals approach their tasks, confident that their efforts will produce the expected results.

### **Human Resource Performance**

Human resource performance refers to the periodic measurement of the effectiveness of organizational activities, units, and members in achieving established goals and standards (Lussier & Jhon, 2018). It represents the accomplishments of individuals in executing assigned tasks based on their skills, experience, dedication, and time management (Hasibuan, 2020). Performance assessment serves as a motivational tool for organizations to encourage members in meeting performance targets (Larasati, 2017). According to Keban (2019), performance acts as a benchmark for evaluating work results, while Karim and Irawan (2017) describe it as an indicator of how effectively a company operates to meet its goals. Sudarmanto (2019) adds that performance encompasses what an organization achieves over time, including input, output, outcomes, benefits, and impact.

In summary, human resource performance is a measure of employee achievements that serves as a reference point for organizations to assess whether their goals are being effectively met.

Robbins (2018) identifies five indicators for evaluating HR performance:

1. **Quality** – Assessed through employee perceptions of work excellence and the alignment of task completion with skills and capabilities.
2. **Quantity** – Measured by the output produced, such as the number of units or completed activity cycles.
3. **Timeliness** – Reflects the extent to which tasks are completed on time, coordinated with output quality, and efficient use of available time.
4. **Cooperation** – Indicates an employee's ability to work effectively with colleagues and within teams.
5. **Independence** – Reflects the extent to which an employee can perform their job functions autonomously.

### **Hypothesis Development**

#### **The Influence of Intellectual Stimulation on Self-Efficacy**

Leaders have a major responsibility to create conditions that stimulate team members to achieve mutually agreed upon goals (Baan, Pongtuluran & Kannapadang, 2024). Intellectual stimulation reflects a leader's ability to influence individuals or groups to take action in the

workplace. It is therefore clear that transformational leadership plays an important role in self-efficacy. The better a leader applies intellectual stimulation, the higher the level of self-efficacy will be. Conversely, poor application of intellectual stimulation can lead to lower self-efficacy (Dari & Suryani, 2023). Research conducted by Rahman (2022) also shows that transformational leadership has a positive and significant effect on self-efficacy. Based on the aforementioned literature, the first hypothesis is proposed as follows:

**H1:** Intellectual stimulation has a positive effect on self-efficacy.

### **The Influence of Intellectual Stimulation on Employee Performance**

An organization can experience both planned and unplanned changes, but the most critical aspect is individual change. Individual change is not easy and must go through a process. Leaders serve as role models within an organization, so change must begin at the top level (leaders) (Fadilah, Edward & Willian, 2023). Successful leadership is marked by the ability to transform employees' values, aspirations, ways of thinking, and interpretations of events (Dari & Suryani, 2023). Intellectual stimulation essentially motivates subordinates to perform better than usual; in other words, it enhances employees' confidence and belief in their abilities, which in turn can improve performance (Husnah et al., 2022). Research by Sopiah (2022) shows that transformational leadership has a positive and significant effect on performance. Based on the literature discussed above, the second hypothesis is proposed as follows:

**H2:** Intellectual stimulation has a positive effect on employee performance.

### **The Influence of Self-Efficacy on Employee Performance**

Self-efficacy is an individual's self-perception of how well they can function in a specific situation, which is related to the belief in one's ability to perform expected and satisfying actions to achieve particular outcomes (Darmawan, Anggelina & Sunardi, 2022). Self-efficacy plays a crucial role in improving employee performance. When an employee's self-efficacy is low or deteriorates in handling complex tasks, the organization must address performance issues by fostering strong self-efficacy to cultivate high-quality employees capable of facing work challenges (Jannah, Husain & Rafie, 2023). Li (2023) stated in his study that self-efficacy plays a very important role in daily life. A person will be able to use their potential optimally if supported by high self-efficacy. Research conducted by Agustin, Widyani, and Utami (2021) shows that self-efficacy has a positive and significant effect on performance. Based on the literature discussed above, the third hypothesis is proposed as follows:

**H3:** Self-efficacy has a positive effect on employee performance.

### **The Influence of Intellectual Stimulation on Employee Performance through Self-Efficacy**

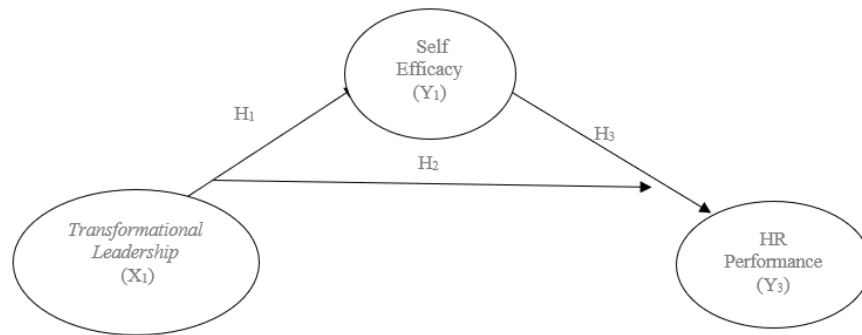
Self-efficacy refers to an individual's belief in their ability to complete a task within a specified time frame (Agustin, Widyani & Utami, 2021). Continuous intellectual stimulation provided by leaders to employees can foster self-efficacy, which in turn encourages employee innovation. High levels of innovation lead to strong self-efficacy and ultimately result in improved performance (Dari & Suryani, 2023). In other words, leaders who inspire their employees can nurture the employees' abilities to perform tasks with expected outcomes, thereby enhancing and positively impacting their performance (Sultan & Tareen, 2019). Research conducted by Rahman (2022) indicates that self-efficacy can

mediate the effect of transformational leadership on performance. Based on the aforementioned literature, the fourth hypothesis is proposed as follows:

**H4:** Intellectual stimulation has a positive effect on employee performance through self-efficacy.

### Conceptual Framework

To understand the issue being discussed, it is necessary to develop a conceptual framework in order to identify, develop, and test the validity of a research study. The conceptual framework is illustrated as follows:



**Figure 1**  
**Research Framework**

## RESEARCH METHOD

### Type of Research

This research falls under the category of quantitative research using a survey method. The survey was conducted by distributing questionnaires containing structured questions to respondents, designed to obtain more specific information (Sugiyono, 2018). Based on the research objectives, this study is classified as explanatory research, which aims to prove the existence of cause and effect relationships and the influence between two or more variables (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the influence of independent variables on dependent variables, specifically the influence of intellectual stimulation on human resource performance through self-efficacy at PT PLN (Persero) UID East Kalimantan and North Kalimantan.

### Population

The population is the entirety of all objects or individuals that possess specific, clear, and complete characteristics. In other words, the population is the collection of all measurements, objects, or individuals being studied (Sugiyono, 2018). Based on this theory, the population in this study consists of all employees of PT PLN (Persero) Distribution Main Unit of East Kalimantan and North Kalimantan in 2025, totaling 707 individuals.

### Sample

A sample is a portion of the total number and characteristics possessed by the population (Sugiyono, 2018). The sample size in this study was calculated using the Slovin formula as follows:

$$n = N / (1 + N(e^2))$$

#### Explanation:

- $n$  : Sample size
- $N$  : Population size

- $e$  : Margin of error tolerance ( $e = 0.1$ )

Based on the formula above, the sample size can be calculated as follows:

$$n = 707 / (1 + 707 \times 0.1^2)$$

$$n = 707 / (1 + 707 \times 0.01)$$

$$n = 707 / 8.07$$

$$n = 99.8 \approx \mathbf{100}$$
 (rounded)

Based on the calculation above, the minimum number of samples in this study is 100 respondents. The sampling technique used in this research is purposive sampling, which is a method of determining the sample based on specific considerations according to the desired criteria to determine the number of samples to be studied (Sugiyono, 2018).

The sample criteria in this study are employees of PT PLN (Persero) East and North Kalimantan Distribution Unit (UID) who are directly related to the General Manager of PLN UID East and North Kalimantan. These include:

- **Middle Management:** 4 employees
- **Lower Management:** 27 employees
- **Upper and Lower Supervisors:** 69 employees

**Table 2.**  
**Operational Definition**

No	Variable	Operational Definition	Indicators	Scale
1	Intellectual Stimulation	The behavior of a leader (General Manager of PLN UID East and North Kalimantan) who is able to communicate high expectations, deliver a shared vision attractively using symbols to focus subordinates' efforts, and inspire them to achieve goals that drive significant organizational progress.	1. Teaching how to provide sound reasoning for each opinion 2. Suggesting new ways to complete tasks 3. Emphasizing the use of intelligence in facing difficulties 4. Viewing old problems in new ways (Iqbal, 2021)	Likert 1 - 5
2	Self-Efficacy	The level of an individual's confidence or competence to perform tasks, achieve goals, and produce desired outcomes.	1. Level (Task Difficulty) 2. Generality (Breadth of Behavior Domains) 3. Strength (Confidence in Success) (Sumaila & Rossanty, 2022)	Likert 1 - 5
3	HR Performance	A measure of the results of HR work within a company, which serves as a reference to achieve the desired outcomes based on the company's original objectives.	1. Quality 2. Quantity 3. Timeliness 4. Cooperation 5. Independence (Robbins, 2018)	Likert 1 - 5

## Data Collection Techniques

### Types of Data

#### 1. Primary Data

Primary data refers to information obtained directly (first-hand) by the researcher that relates to the variables of interest for a specific purpose in the study (Sekaran & Bougie, 2017). In this research, the primary data comes from respondents who are employees of PT PLN (Persero) Distribution Main Unit for East and North Kalimantan, including their identity and perceptions regarding intellectual stimulation, self-efficacy, and HR performance.

#### 2. Secondary Data

Secondary data refers to information collected from existing sources (Sekaran & Bougie, 2017). In this research, secondary data is obtained from internal data of PT PLN (Persero) UID East and North Kalimantan, which serves as supporting data for the research in accordance with the variables being studied.

### Data Collection Method

The primary data collection method used in this study is a **questionnaire**, which involves a written list of pre-formulated questions where respondents record their answers, typically from clearly defined options. The questionnaire method is considered efficient for descriptive or explanatory research (Sekaran & Bougie, 2017).

The answers for each research question use the **Likert scale**. According to Sekaran and Bougie (2017), the Likert scale is designed to assess the extent to which respondents agree with a statement using a five-point scale with the following anchors:

- 1 = Strongly Disagree,
- 2 = Disagree,
- 3 = Neither Agree nor Disagree,
- 4 = Agree,
- 5 = Strongly Agree.

### 3.5. Data Analysis

#### 3.5.1. Descriptive Statistics

Descriptive statistics are used to describe how respondents answered questions related to the variables of complaint handling effectiveness, service performance, and customer satisfaction. This assessment uses an **index analysis** to evaluate the tendency of respondents' answers for each variable. The formula used to calculate the index value is as follows (Ferdinan, 2020):

**Index Value** =  $(F1 \times 1) + (F2 \times 2) + (F3 \times 3) + (F4 \times 4) + (F5 \times 5) / \text{Number of Respondents}$

The resulting index value can then be identified using the following descriptive statistical categories (Ferdinan, 2020):

- a. High/Good Category,  $X \geq \text{Mean} + \text{SD}$
- b. Medium/Fair Category,  $(\text{Mean} - \text{SD}) < X < (\text{Mean} + \text{SD})$
- c. Low/Poor Category,  $X \leq \text{Mean} - \text{SD}$

**Class Interval** = 5

**Mean** = 3

**SD (Standard Deviation)** = 0.67

**Table 3.**  
**Index Value of Variables**

No	Index Value	Category
1	$X \geq 3.67$	High
2	$2.33 < X < 3.67$	Medium
3	$X \leq 2.33$	Low

### **Partial Least Square (PLS)**

Data analysis was conducted using the Partial Least Square (PLS) method with the SmartPLS version 4 software. PLS is one of the methods used to solve Structural Equation Modeling (SEM), which, in this case, is often considered superior to other SEM techniques. SEM provides a higher level of flexibility in research that links theory and data, and it is capable of performing path analysis with latent variables, making it commonly used by researchers focusing on social sciences. Partial Least Square (PLS) is a robust analysis method because it does not rely on many assumptions (Abdillah & Jogiyanto, 2019). The data also does not need to follow a multivariate normal distribution (indicators using categorical, ordinal, interval, and ratio scales can all be used within the same model), and a large sample size is not required (Ghozali & Latan, 2015).

In addition to confirming theory, Partial Least Square (PLS) can also explain whether there are relationships among latent variables, making it more suitable for hypothesis-based research (Abdillah & Jogiyanto, 2019). Partial Least Square (PLS) can also be used to determine whether relationships between latent variables exist. Furthermore, PLS can simultaneously analyze constructs formed with both reflective and formative indicators. This capability is not possible with covariance-based SEM, as it would result in an unidentified model (Abdillah & Jogiyanto, 2019). The selection of the Partial Least Square (PLS) method in this study is based on the consideration that there are four latent variables (transformational leadership, self-efficacy, self-motivation, and human resource performance) formed with reflective indicators, and the variables are measured using a reflective second-order factor approach. The reflective model assumes that the construct or latent variable influences the indicators, where the direction of causality flows from the construct to the indicators or manifest variables, thus requiring confirmation of the relationships between the latent variables (Abdillah & Jogiyanto, 2019).

### **Measurement Model (Outer Model)**

#### **Validity Test**

The validity test is used to assess whether a questionnaire is legitimate or not. A questionnaire is considered valid if its questions are able to accurately reflect what the questionnaire intends to measure. Validity testing is applied to all question items in each variable. Several stages of testing are carried out through convergent validity, average variance extracted (AVE), and discriminant validity tests.

#### **Convergent Validity**

This test assesses whether each question item measures the same dimension of the variable. Therefore, only question items with a high level of significance greater than twice the

standard error are considered valid in measuring the research variable. Convergent validity is considered adequate when each variable has an AVE value greater than 0.5, and the loading value for each item is also greater than 0.5 (Abdillah & Jogiyanto, 2019).

#### **Average Variance Extracted (AVE)**

This validity test evaluates the validity of question items by observing the average variance extracted (AVE) value. AVE is the average percentage of variance extracted among the items or indicators of a variable and is a summary of convergent indicators. For good validity, the AVE value of each item should be greater than 0.5 (Ghozali, 2017).

#### **Discriminant Validity**

This test determines whether two variables are sufficiently distinct from one another. Discriminant validity is satisfied when the correlation of a variable with itself is greater than its correlation with any other variable. Another method to assess discriminant validity is by examining the cross-loading values: if the cross-loading of each item with its own variable is higher than the item's correlation with other variables, then discriminant validity is fulfilled (Ghozali, 2017).

#### **Reliability Test**

The reliability test is conducted to prove the accuracy, consistency, and precision of an instrument in measuring a construct (Ghozali, 2017). In SEM-PLS using SmartPLS 4.0, reliability can be evaluated through:

#### **Composite Reliability**

Composite reliability is used to measure the reliability of constructs. This is done by checking the latent variable coefficients view. Based on this output, two criteria are considered: composite reliability and Cronbach's alpha. Both must have values  $\geq 0.70$  to be considered reliable. If a construct meets both criteria, it is deemed reliable (Ghozali, 2017).

#### **Cronbach's Alpha**

Cronbach's alpha is a statistical technique used to measure internal consistency in instrument reliability tests or psychometric data. It diagnoses the consistency of an entire scale by analyzing the reliability coefficient. A Cronbach's alpha value  $> 0.60$  indicates that the construct is reliable or has consistency in the research instrument (Ghozali, 2017).

#### **Structural Model (Inner Model)**

The structural model, or inner model, represents the relationships or the strength of estimation between latent variables or constructs based on substantive theory.

#### **R-Square**

The coefficient of determination (R-Square) is used to measure how well the model can predict accuracy. Changes in the R-Square value can be used to explain whether a particular exogenous latent variable has a significant impact on the endogenous latent variable. When assessing the structural model, the R-Square value of each endogenous latent variable is evaluated first, as it indicates the predictive strength of the structural model. The structural model is tested by examining the R-Square value as a goodness-of-fit test. Changes in R-Square values can help explain the influence of certain exogenous latent variables on endogenous latent variables and whether the influence is substantive. R-Square values of 0.75, 0.50, and 0.25 can be interpreted as strong, moderate, and weak models, respectively (Ghozali & Latan, 2015).

**F-Square**

F-Square is a measure used to evaluate the relative impact of an exogenous (influencing) variable on an endogenous (influenced) variable. The F-Square or effect size value can also be used to assess the structural model. The magnitude of the relative influence of independent latent variables on dependent latent variables is interpreted as follows (Ghozali, 2017):

1. An  $F^2$  value of 0.02 indicates a weak or small effect.
2. An  $F^2$  value of 0.15 indicates a moderate effect.
3. An  $F^2$  value of 0.35 indicates a strong or large effect.

**Goodness of Fit Model**

In evaluating the structural model in PLS-SEM analysis, the model can be tested using the goodness of fit (GOF) measure. This test is used to assess the model’s fit or the feasibility of the research model—whether the processed data meets the assumptions of the structural equation model. In PLS-SEM analysis, there are five statistical measures for assessing model fit:

- Standardized Root Mean Square Residual (SRMR)
- Unweighted Least Squares Discrepancy (d\_ ULS)
- Geodesic Discrepancy (d\_ G)
- Chi-Square
- Normed Fit Index (NFI)

**Table 3.3**  
**Rule of Thumb for Evaluating Goodness of Fit Model**

Criteria	Rule of Thumb	Description
SRMR	< 0.10	Model Fit
d_ ULS	< 95%	Model Fit
d_ G	< 95%	Model Fit
Chi-Square	> 0.05	Model Fit
NFI	> 0.90	Model Fit

*Source: (Ghozali & Latan, 2015)*

**Hypothesis Testing**

Hypothesis testing is conducted using full model Structural Equation Modeling (SEM) analysis with SmartPLS. In full model SEM, besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2017).

**Estimate for Path Coefficients**

The next test is to examine the significance of the influence between variables by observing the parameter coefficient values and the T-statistic significance value using the bootstrapping method. A hypothesis is considered accepted if the T-statistic value is greater than the T-table value of 1.96 (at  $\alpha = 5\%$ ). This means that if the T-statistic value for each

hypothesis is greater than the T-table value, the hypothesis can be accepted or considered proven (Ghozali & Latan, 2015).

#### **Indirect Effect Test**

This study includes an intervening variable, which is job satisfaction. A variable is considered an intervening variable if it influences the relationship between the predictor (independent) variable and the criterion (dependent) variable (Ghozali, 2017). The indirect effect in this study is observed from the bootstrapping results in the "specific indirect effect" column. To determine the magnitude of the indirect effect between variables, the p-value is examined. If the p-value is  $< 0.05$ , the hypothesis is accepted; if the p-value is  $> 0.05$ , the hypothesis is rejected (Ghozali & Latan, 2015).

## **RESULTS AND DISCUSSION**

The results of this study indicate that intellectual stimulation has a significant positive effect on self-efficacy, which in turn influences human resource (HR) performance at PT PLN (Persero), East and North Kalimantan Distribution Main Unit. This finding supports the theory of transformational leadership proposed by Bass and Avolio (1994), where intellectual stimulation encourages employees to think innovatively and approach problems from different perspectives, thereby enhancing their belief in their own abilities. The statistical analysis using Partial Least Squares (PLS) showed that the path coefficient between intellectual stimulation and self-efficacy was significant ( $p < 0.05$ ). This suggests that leaders who challenge assumptions, stimulate creativity, and encourage novel problem-solving are successful in improving the self-efficacy of their subordinates. This result aligns with Li (2023), who found a strong correlation between intellectual stimulation and increased self-confidence and motivation among employees.

Furthermore, self-efficacy was found to mediate the relationship between intellectual stimulation and HR performance. Employees with higher levels of self-efficacy tend to set higher goals, show greater commitment, and persist longer in the face of challenges, which ultimately improves their work performance (Bandura, 1997; Luthans, 2019). The mediating role of self-efficacy in this study is consistent with the findings of Ramadhan and Budiono (2023), who demonstrated that self-efficacy significantly strengthens the effect of transformational leadership on employee performance. Additionally, the direct relationship between intellectual stimulation and HR performance was also found to be significant. This implies that leaders who apply intellectual stimulation not only influence psychological factors such as self-efficacy but also directly enhance work outcomes. This supports the findings of Sopiah (2022) and Yohana et al. (2023), who emphasized that transformational leadership practices particularly intellectual stimulation are critical drivers of employee performance in state-owned enterprises.

Overall, these findings underscore the importance of fostering a leadership style that promotes intellectual development and psychological empowerment among employees. In the context of PT PLN (Persero), where continuous innovation and reliability are essential, the role of intellectually stimulating leaders is paramount in building a high-performing workforce.

## CONCLUSION

This study concludes that intellectual stimulation significantly influences human resource performance at PT PLN (Persero), East and North Kalimantan Distribution Main Unit, both directly and indirectly through self-efficacy. Leaders who apply intellectual stimulation by encouraging innovation, critical thinking, and problem-solving are able to enhance employees' self-confidence and belief in their abilities. This improved self-efficacy subsequently leads to better individual performance, demonstrating its mediating role in the relationship between leadership and outcomes. Therefore, fostering a leadership style that emphasizes intellectual stimulation is crucial for strengthening self-efficacy and driving superior performance among employees in the organization.

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