

The Influence of Role Clarity, Innovative Work Behavior, and Leader-Member Exchange on Employee Performance at PT Bangun Nusantara Jaya Makmur Jakarta

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ABSTRAK

Study This aim For analyze influence clarity role , behavior Work innovative , and exchange leader-member to performance employee at PT Bangun Nusantara Jaya Makmur. Research use method quantitative with method survey . Data collected through questionnaire to all over employee as many as 85 respondents use scale Likert And analyzed use Structural Equation Modeling – Partial Least Square (SEM-PLS) with SmartPLS . Results study show that clarity role , behavior Work innovative , and exchange leader-member in a way simultaneous influential positive And significant to performance employee with R-Square value of 0.801 . partial , exchange leader-member become the most dominant variable influence performance employees , followed by by clarity role And behavior Work innovative . Research This own relatedness with Sustainable Development Goals (SDGs) point 8 through effort improvement productivity And creation environment Work support decent work .

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1. INTRODUCTION

Employees can be considered a vital asset in a company. Without them, the company would struggle to achieve its goals. Employees are directly involved in the organization's activities. Highly productive and motivated employees are able to produce high-quality work [1] .

Companies must implement HR management strategies to ensure that each employee can perform optimally in accordance with their duties and responsibilities, build harmonious working relationships with leaders, and exhibit innovative work behaviors. Competent and professional HR can significantly contribute to improving company performance. The work processes carried out by HR ultimately result in employee performance. Employee performance is crucial for an organization in carrying out its functions to achieve its goals [2] .

PT Bangun Nusantara Jaya Makmur Jakarta was selected as object study Because is companies operating in the field mining , contractors , and rock coal . Company with offices center in Jakarta with region operational in Central Kalimantan. To improve performance, companies need human resources

who are not only competent in their fields but also possess the ability to work with maximum productivity. Quality human resources are crucial. Qualified human resources must have a clear vision and implement strategies to achieve organizational goals [3] .

The underlying phenomenon study This seen from condition performance employees of PT Bangun Nusantara Jaya Makmur Jakarta who have not yet fully optimal. Results interview with the company's HRD confirm existence a number of internal problems in management employees , with results evaluation performance show that 55% of employees is at in category good , 30% in category moderate , and 15% in category less. Besides that , the result pre-survey against 25 employees show that three factor the main thing that becomes problem is clarity role by 76%, exchange leader-member by 72%, and behavior Work innovative by 68%. Employees evaluate Still Not yet understand about limit task And authority , relationship with superior Not yet Enough good , and chance For try method different work Still limited .

Employees who understand their roles well will have a high level of productivity, unlike those who experience confusion in carrying out their duties. Therefore, organizations need to ensure that each employee receives adequate information about their duties and responsibilities [4] .

Innovative work behavior plays a crucial role in maintaining company competitiveness and increasing employee productivity. Employees who adopt innovative work behaviors contribute not only to the development of new products and services, but also to process efficiency and operational improvements [5] .

Leader-Member Exchange has a significant impact on an organization's performance. When leaders treat employees well, this encourages a sense of volunteerism among them to contribute to the company's progress. Positive treatment can increase employee contributions to the company where they work [6] .

Some studies found positive and significant effects, while others showed insignificant results. These differing findings represent the research gap underlying this study. Based on the background, phenomena, and research gaps, the author compiled an article entitled: "The Effect of Role Clarity, Innovative Work Behavior, and Leader-Member Exchange on Employee Performance at PT Bangun Nusantara Jaya Makmur Jakarta."

This study aims to examine and analyze the influence of role clarity, innovative work behavior, and leader-member exchange on employee performance at PT Bangun Nusantara Jaya Makmur Jakarta. The results of this study are expected to provide theoretical contributions to the development of Human Resource Management science, as well as practical contributions to company management in creating decent and sustainable working conditions, in line with the Sustainable Development Goals. (SDGs) 8th point about Decent Work and Economic Growth .

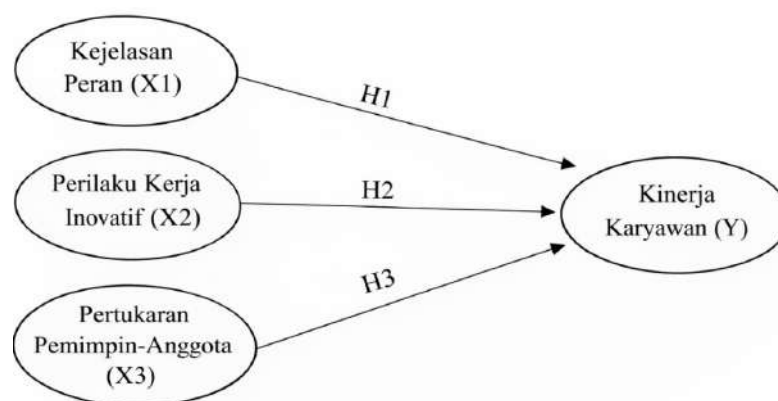


Figure 1. Framework Conceptual
Source : Researcher's Data Processing, 2026

2. METHOD

Study This use approach quantitative with design study associative-causality . Purpose main study This For test connection cause and effect between variables independent , namely clarity role , behavior Work innovative , and exchange leader-member , and variables dependent , namely performance employees . Sugiyono [14] , explains that a causal relationship is a relationship that is cause and effect, so that in his research there are independent and dependent variables. The approach quantitative chosen Because study This focus on collection And numerical data analysis For test connection intervariable in a way statistics .

Study This use method survey For collect data from respondents through distribution questionnaire used For obtain data regarding perception respondent . Data collection was carried out with Google Forms help . Population study consists of from all over employees of PT Bangun Nusantara Jaya Makmur Jakarta, totaling 85 people. Research This use method sample saturated . Technique the used Because amount population study not enough from 100 people so that all over member population made into as sample research . The data that has been collected analyzed using Structural Equation Modeling Partial Least Square (SEM-PLS) with help application SmartPLS For testing the measurement model and structural models as well as know influence clarity role , behavior Work innovative , and exchange leader-member to performance employee.

2.1 Literature Review And Hypothesis Development

2.1.1 Literature Review

1. Management Source Power Man

Research by Slameta & Sulastri [7] suggests that human resource management is the science and art of regulating the relationships and roles of the workforce to support the achievement of business, employee, and social goals.

2. Performance Employee

Research by Luthfi Umamul Husna & Bangun Putra Prasetya [8] suggests that employee performance is the ability to achieve job demands, when work targets can be completed on time according to predetermined limits.

3. Role Clarity

According to Nilawati et al. [9], role clarity is an individual's understanding of their job duties and responsibilities, knowledge of the tasks to be performed, and the skills required to carry out those tasks.

4. Innovative Work Behavior

Ponggohong et al. [2] state that innovative work behavior is an individual's action in realizing ideas or concepts with new procedures that are useful for the company.

5. Leader-Member Exchange

According to Khoirul Anam et al. [10], leader-member exchange is an interaction between leaders and subordinates in an organization that describes the quality of the working relationship, aspects of trust, and the Support Provided.

2.2 Hypothesis Development

2.2.1 The Influence of Role Clarity on Employee Performance

Role clarity is crucial to an organization's success. When roles and responsibilities are clearly defined, employees can perform their jobs effectively, thereby increasing work efficiency . strengthened by findings from Nilawati et al. [9] And Asamani et al. [11] prove it that clarity role influential positive And significant to performance employees . Based on runway theoretical And findings study previously , hypothesis following formulated :

H1 : Clarity role influential positive And significant to performance employee .

2.2.2 The Influence of Innovative Work Behavior on Employee Performance

Innovation is a crucial aspect in a work environment where companies are constantly competing with each other. Innovation can start at the individual level, specifically at employees who exhibit innovative work behaviors. Innovation can range from small ideas to major breakthroughs that can transform the way a company operates. Research by Ponggohong et al. [2] and Wolor et al. [5] shows that innovative work behavior has a positive and significant effect on employee performance. Based on the theoretical basis, the following hypothesis is formulated:

H2 : Innovative work behavior has a positive and significant effect on employee performance.

2.2.3 The Effect of Leader-Member Exchange on Employee Performance

Treating employees well can foster a sense of volunteerism and encourage them to give their best to the company. Positive attention can increase employee contributions to the company they work for . This is supported by research by Rikmaratri et al. [12] and Tahir et al. [13]. that state that exchange leader-member influential positive And significant to performance employees . Based on study previously , hypothesis following formulated :

H3 : Exchange leader-member influential positive And significant to performance employee .

3. RESULTS AND DISCUSSION

3.1 Profile Respondents

There were 85 respondents is employees of PT. Bangun Nusantara Jaya Makmur Jakarta who have analyzed in study this . The majority respondents various sex man as many as 58 people and Woman as many as 27 people. Based on age , the largest group is the millennial generation with A total of 43 people were interviewed. In terms of educational level, the majority had a bachelor's degree. Furthermore, based on length of service, most respondents had worked for more than 5 years. Furthermore, based on division, the largest number of respondents were in the purchasing division.

Table 1. Summary of Respondent Characteristics (n=85)

Characteristics	Category	Amount	Percentage
Gender	Man	58	68.2%
	Woman	27	31.8%
Age	Gen X	11	12.9%
	Millennial Generation	43	50.6%
	Gen Z	31	36.5%
Education	High School/Vocational School	29	34.1%
	Diploma	18	21.2%
	S1	37	43.5%
	S2	1	1.2%
Length of work	< 5 Years	21	24.7%
	> 5 Years	38	44.7%
	> 10 Years	26	30.6%
Division	Legal	8	9.4%
	Tax	9	10.6%
	Finance	18	21.2%
	Accounting	16	18.8%
	Purchasing	20	23.5%

Characteristics	Category	Amount	Percentage
	Marketing	14	16.5%

Source : Processed data from questionnaire , 2026

3.2 Measurement Model (Outer Model)

Evaluation of the measurement model is carried out to ensure that each indicator is able to measure the latent construct validly and reliably.

3.2.1 Convergent Validity Test Results

Convergent validity testing shows the value factor loading above 0.70, so the measurement model become more consistent and reliable .

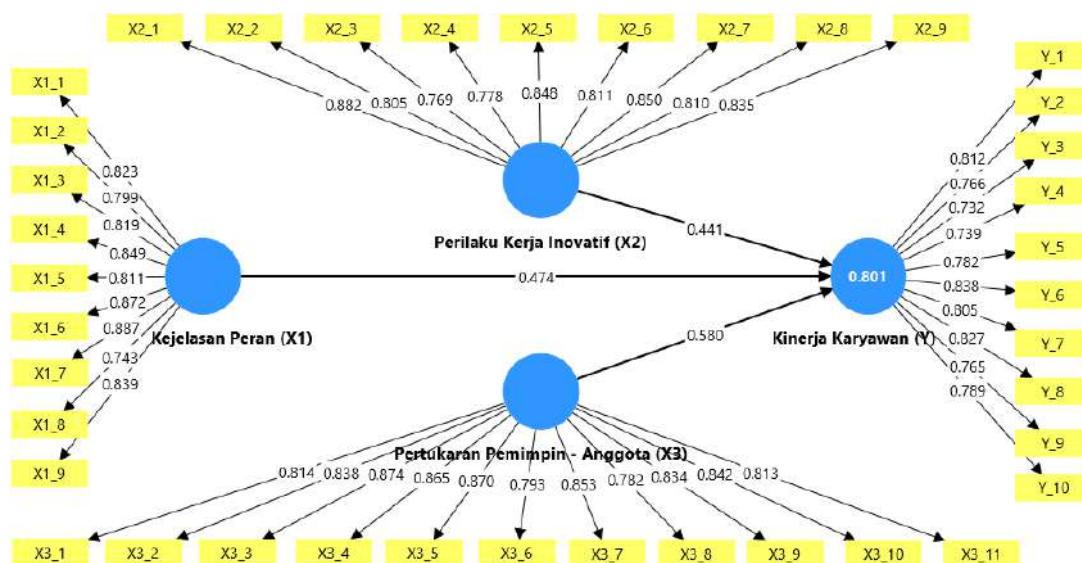


Figure 2. Results Algorithm SmartPLS

Source : SmartPLS output , 2026

3.2.2 Results Average Variance Extracted (AVE) Testing

Table 2. Results Average Variance Extracted (AVE) Testing

Variables	Average Variance Extracted (AVE)	Information
Clarity Role	0.685	Valid
Behavior Work Innovative	0.675	Valid
Exchange Leader – Member	0.697	Valid
Performance Employee	0.618	Valid

Source : SmartPLS output , 2026

Based on the table above , all construct own AVE value above 0.50, which indicates that the measurement model has fulfil criteria validity convergent with Good .

3.2.3 Results Discriminant Validity Testing

Table 3. Results Discriminant Validity Test (Fornell-Larcker)

Variables	Clarity Role	Performance Employee	Behavior Work Innovative	Exchange Leader - Member
Clarity Role	0.828			
Performance Employee	0.433	0.786		
Behavior Work Innovative	-0.105	0.487	0.822	
Satisfaction Work	0.008	0.657	0.166	0.835

Source : SmartPLS output , 2026

3.2.4 Test Reliability (Cronbach's Alpha and Composite Reliability)

Table 4. Results Testing Cronbach's Alpha and Composite Reliability

Variables	Cronbach's Alpha	Composite Reliability	Information
Clarity Role	0.943	0.941	Reliable
Behavior Work Innovative	0.940	0.952	Reliable
Exchange Leader - Member	0.956	0.959	Reliable
Performance Employee	0.931	0.933	Reliable

Source : SmartPLS output , 2026

All over variables own mark Cronbach's Alpha and Composite Reliability are above 0.70, so all over construct stated reliable .

3.3 Structural Model (Inner Model)

3.3.1 R-Square Test Results (R²)

Table 5. R-Square Values of Endogenous Variables

Endogenous Variables	R-square
Performance Employee	0.801

Source : SmartPLS output , 2026

Based on the table above , obtained mark R² of 0.801, which shows that 80.1% of the variation performance employee can explained by variables clarity role , behavior Work innovative , and exchange leader – member , whereas the remaining 19.9% is influenced by other factors outside the research model This .

3.3.2 Goodness of Fit / Q-Square Test Results (Q²)

Predictive relevance value (Q²) is calculated to test the predictive ability of the model:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0.801) = 0.801$$

A value Q² of 0.801 indicates that the model has strong predictive relevance. And capable explain variables performance employee with Good .

3.4 Testing Hypothesis

Testing hypothesis done use procedure bootstrapping on SmartPLS with criteria mark t-statistic >1,645 or p-value <0,05.

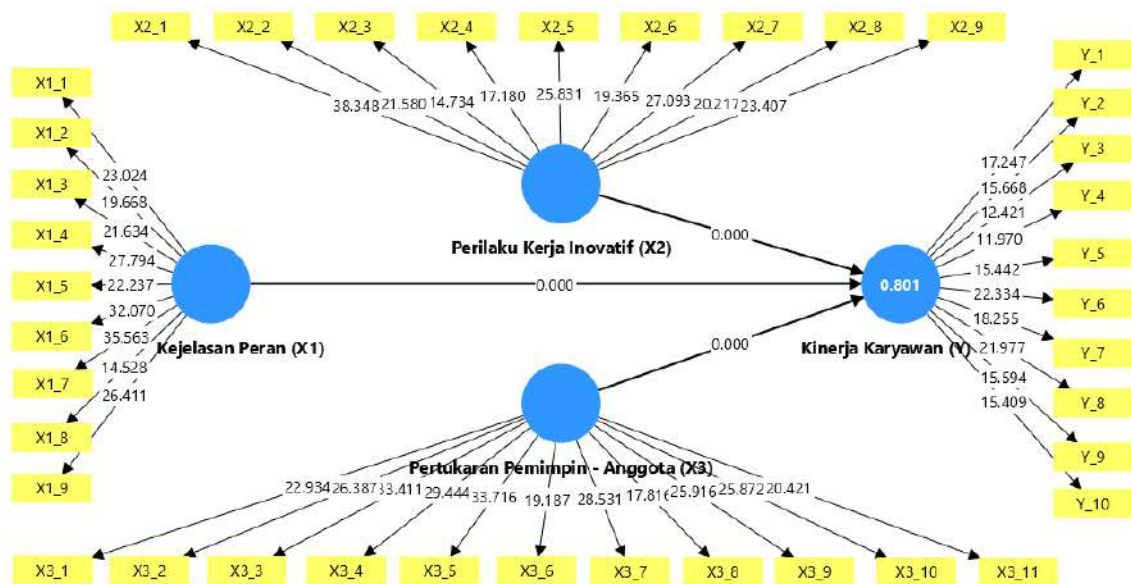


Figure 3. Results Bootstrapping Test

Source : SmartPLS output , 2026

Table 6. Values Results Testing Hypothesis

Variables	Original Sample	T Statistics	P Values	Information
Clarity Role → Performance Employee	0.474	9,306	0.000	Positive-Significant
Behavior Work Innovative → Performance Employee	0.441	8,352	0.000	Positive-Significant
Exchange Leader – Member → Performance Employee	0.580	11,625	0.000	Positive-Significant

Source : SmartPLS output , 2026

3.5 Discussion Results Study

3.5.1 Influence Clarity Role To Performance Employee

Clarity Role own influence positive And significant to Performance Employees , with coefficient track of 0.474, the t- statistic value amounting to 9,306, and p-value of 0.000 . This is indicates that The better employees perceive role clarity, the higher their performance . Role clarity is characterized by employees' ability to understand each individual's duties and responsibilities. This allows employees to work more optimally, reduce errors, and complete tasks efficiently and effectively.

3.5.2 The Influence of Innovative Work Behavior on Employee Performance

Innovative Work Behavior has a positive and significant influence on Employee Performance, with a path coefficient of 0.441, a t-statistic value of 8.352, and a p-value of 0.000. This finding indicates that an increase in innovative work behavior in employees will be followed by an increase in performance achieved. Innovative Work Behavior reflects the ability of employees to find opportunities for improvement, create new ideas, develop effective solutions, and implement these ideas into work execution.

3.5.3 The Influence of Leader-Member Exchange on Employee Performance

Leader-Member Exchange has a positive and significant influence on Employee Performance, with a path coefficient of 0.580, a t-statistic of 11.625, and a p-value of 0.000. It can be concluded that the better the quality of the relationship between leaders and members, the better the level of employee

performance produced. A working relationship between leaders and members that is based on trust, mutual respect, and open communication can encourage employees to work more optimally and be able to achieve organizational targets better.

4. CONCLUSION

This study proves that role clarity, innovative work behavior, and leader-member exchange have a positive and significant influence on employee performance at PT. Bangun Nusantara Jaya Makmur Jakarta. The better the employee's ability to understand tasks and responsibilities, the better the performance produced by each individual. Employees who have the ability to generate ideas and develop creative solutions tend to work more productively and are able to make greater contributions to the organization. In addition, a working relationship between leaders and members that is based on trust, mutual respect, and open communication can encourage employees to work more optimally and improve the performance of each employee. Leader-member exchange is proven to be the most dominant variable in influencing employee performance, with a path coefficient value of 0.580.

Based on the results of this study, it proves that role clarity, innovative work behavior, and leader-member exchange have a positive and significant effect on employee performance at PT. Bangun Nusantara Jaya Makmur Jakarta. Therefore, the company is advised to ensure that each employee gets a clear division of tasks and responsibilities, create a work environment that is able to encourage employees to dare to express ideas, find new ways to complete work, and the company needs to provide equal opportunities to all employees to develop competencies according to their potential. Implement company policies that are in line with the Sustainable Development Goals (SDGs) point 8 regarding decent work and economic growth.

This study still has limitations, namely the number of respondents was only 85 people, conducted in the mining sector, and only used three independent variables that explain 80.1% of the variation in employee performance. For future researchers, it is recommended to expand the scope of the sample and include different industrial sectors. In addition, future researchers also need to add other independent variables such as work environment, work motivation, organizational culture, and job satisfaction. And can make a greater contribution to the development of science and practice of Human Resource Management.

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