

RESOURCE-BASED THEORY (RBT) MODEL IN IMPROVING EMPLOYEE PERFORMANCE: INCLUSIVE LEADERSHIP AND SELF-EFFICACY APPROACH

Yanti Musyawarah¹, Nuzuliati²

¹Pharmacy Universitas Sari Mutiara Indonesia

²Universitas Cut Nyak Dien

Email: yantimus@gmail.com

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Abstract

This study aims to explore the application of Resource-Based Theory (RBT) in improving employee performance through an inclusive leadership and self-efficacy approach. Based on RBT, an organization's internal resources, including leadership and individual self-confidence, are strategic assets that can provide competitive advantage. An inclusive leadership approach is seen as being able to create a work environment that supports diversity, collaboration, and innovation, thereby strengthening employee ownership and motivation. In addition, employee self-efficacy, which is the belief in their ability to achieve work goals, is an important factor in maximizing individual potential. This study uses a quantitative method with a survey of employees in various industrial sectors. The results show that inclusive leadership significantly increases self-efficacy, which ultimately has a positive impact on employee performance. These findings provide theoretical and practical contributions, especially in human resource management, by emphasizing the importance of inclusive leadership and self-efficacy development to optimize organizational performance. This study also recommends strategies that can be implemented by managers in building an inclusive work culture to achieve sustainable competitive advantage.

Keywords: *resource-based theory, employee performance, inclusive leadership, self-efficacy, competitive advantage*

Introduction

In an era of increasingly dynamic global competition, employee performance is one of the key factors that determine the success and competitiveness of an organization. To achieve optimal performance levels, organizations need to utilize their internal resources effectively [1]. The importance of employee performance as the main foundation of organizational success, especially in facing the challenges of increasingly complex global competition [2]. In this context, employee performance not only acts as an indicator of productivity, but also as a strategic element that can determine the competitiveness of an organization in the market [3] [4]. Organizations that are able to achieve optimal levels of employee performance tend to be more adaptive to change, more innovative, and superior to their competitors [5] [6]. In an era of global competition, where technological changes and market dynamics occur very quickly, organizations that are unable to utilize their internal resources strategically risk losing their competitive position [7] [8]. Therefore, it is important for organizations to design a human resource management strategy that can support improved employee performance.

This strategy not only includes training and development, but also involves effective leadership, the creation of an inclusive work environment, and employee empowerment through strengthening their self-efficacy. That employee performance is the result of the synergy of various internal elements of the organization. By leveraging theoretical approaches such as RBT, this study aims to identify how organizations can optimize their internal resources—specifically through inclusive leadership and strengthening self-efficacy—to improve employee performance and ultimately achieve sustainable competitive advantage. However, to achieve optimal performance, organizations cannot rely solely on external factors, such as market conditions or the latest technology [9] [10]. Instead, organizations need to focus on effectively utilizing their internal resources [11] [12] [13]. To achieve optimal performance, organizations cannot rely solely on external factors, such as favorable market conditions, the latest technological developments, or business opportunities arising from global trends. While these external factors are

important, they are often beyond the organization's direct control and tend to be dynamic and easily accessible to competitors. Therefore, relying solely on external elements can leave organizations vulnerable to unexpected environmental changes, such as economic fluctuations, shifts in consumer preferences, or the emergence of new competitors. Instead, organizations need to shift their focus to effectively utilizing their internal resources [14] [15] [16]. These internal resources include elements such as employee skills and competencies, an organizational culture that supports innovation and collaboration, an efficient management system, and other intangible assets such as reputation and good working relationships. By maximizing the potential of these internal resources, organizations can not only improve the performance of their employees but also create a competitive advantage that is difficult for competitors to imitate. This is in accordance with the principles of Resource-Based Theory (RBT), which emphasizes that unique, rare, difficult to imitate, and well-organized internal resources can be the main foundation for achieving long-term success in facing increasingly complex global competition. Resource-Based Theory (RBT) emphasizes that internal resources, such as employee skills, managerial abilities, work culture, and organizational infrastructure, are strategic assets that can provide sustainable competitive advantage if managed properly [17] [18] [19].

Resource-Based Theory (RBT) provides a relevant theoretical framework for understanding how unique resources owned by an organization can provide sustainable competitive advantage [20] [21] [22]. RBT emphasizes that internal assets, both tangible and intangible, such as skills, abilities, and organizational culture, can be processed to create significant value. One important internal resource is leadership [23] [24] [25] [26]. In this context, the inclusive leadership approach is a major concern because this leadership style is able to create a work environment that supports diversity, collaboration, and innovation. Inclusive leaders value the input of every team member, empower individuals, and ensure that everyone feels valued and included in the decision-making process. This type of leadership not only increases employee job satisfaction but also drives their performance improvement. On the other hand, self-efficacy, which is employees' belief in their ability to complete tasks and achieve goals, also plays an important role in influencing individual performance. Employees with high levels of self-efficacy tend to be more confident, proactive, and resilient to stress, thus being able to make greater contributions to the organization. The inclusive leadership approach is directly related to strengthening self-efficacy because this leadership style provides the emotional and instrumental support needed by employees to feel more confident in carrying out their tasks [27] [28] [29]. This study aims to explore the relationship between RBT, inclusive leadership, self-efficacy, and employee performance. Using the RBT theoretical framework, this study seeks to explain how organizations can optimize their internal resources through inclusive leadership practices and strengthening self-efficacy to improve employee performance. The findings of this study are expected to provide practical contributions to human resource management and offer strategic insights for organizations in building sustainable competitive advantage.

Research methods

This study uses a quantitative method with a survey approach to understand the relationship between the Resource-Based Theory (RBT) Model, inclusive leadership, and self-efficacy in improving employee performance. This research design is a quantitative descriptive research type, the data collection tool used is a structured questionnaire with a likert scale [30] [31]. The population and sample are employees from various industrial sectors. The sampling technique used is stratified random sampling [32] [33] [34]. The research instrument is Inclusive Leadership, measured by indicators of openness, transparent communication, appreciation of contributions, and development support. Meanwhile, Self-Efficacy is measured by indicators of confidence in completing tasks, initiative, and resilience in facing challenges. And finally Employee Performance is measured by indicators of productivity, efficiency, and quality of work. The data collected will be analyzed using descriptive and inferential statistical techniques [35] [36], including linear regression analysis to see the effect of inclusive leadership and self-efficacy on employee performance and validity and reliability tests to ensure the consistency of the research instrument [37] [38] [39]. The inclusive leadership and self-efficacy approaches have a mutually supportive relationship in creating a productive and positive work environment. Inclusive leaders play a significant role in enhancing employee self-efficacy, which ultimately contributes to the overall success of the organization. Further research is recommended to explore more deeply the factors that can strengthen the relationship between inclusive leadership and self-efficacy in different industry contexts.

Results and Discussion

Resource-Based Theory (RBT)

Resource-Based Theory (RBT) is a strategic management approach that highlights the importance of an organization's internal assets in creating sustainable competitive advantage [40] [17] [41]. These internal assets

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include both tangible and intangible resources, both of which have the potential to create strategic value for the organization.

Tangible Resources

Tangible resources refer to the physical and material assets owned by an organization, such as production facilities, technological infrastructure, equipment, and financial capital. For example, a manufacturing company with advanced technology can produce products with higher quality and better production efficiency than its competitors. Although important, tangible resources are often easier for competitors to imitate, so the sustainability of competitive advantage from these resources tends to be limited.

Intangible Resources

Intangible resources include elements that are difficult to physically measure but have a significant impact on the success of the organization. Examples include:

Employee Skills and Abilities

The unique knowledge, expertise, and competencies possessed by individuals or teams within the organization. For example, the innovation capabilities of a research and development (R&D) team can create new products that are disruptive in the market.

Organizational Culture

The values, norms, and practices that underlie behavior in an organization. A culture that supports innovation, collaboration, and diversity can create a productive and attractive environment for top talent.

Reputation

The positive image that an organization has in the eyes of customers, business partners, and the general public. A good reputation can increase customer loyalty and open up opportunities for strategic collaboration.

Processing Resources to Create Value

RBT emphasizes that these resources need to be processed effectively in order to create value. This processing involves strategic management to combine tangible and intangible resources to produce advantages that are difficult for competitors to imitate. For example, an innovative organizational culture combined with advanced technology can produce superior products or services in the market.

VRIO Resources (Value, Rarity, Inimitability, Organization)

In order to provide competitive advantage, RBT states that resources must meet the VRIO criteria:

- Value: The resource contributes directly to the organization's performance.
- Rarity: The resource is difficult to find in other organizations.
- Inimitability: The resource cannot be easily imitated by competitors, either because of its complexity, unique nature, or dependence on certain historical processes.
- Organization: The organization must have the ability to organize and utilize these resources optimally.

By meeting the VRIO criteria, internal assets, both tangible and intangible, can be processed to create sustainable competitive advantage, drive organizational performance, and create significant value for all stakeholders.

TABLE 1. RESOURCE-BASED THEORY AND ITS APPLICATION IN ORGANIZATIONAL STRATEGY

Aspect	Explanation
Main Premise	Organizations can achieve competitive advantage if they have and manage resources that are unique, rare, difficult to imitate, and well-organized to create strategic value.
Types of Resources	Tangible: Physical assets such as facilities, equipment, and financial capital. Intangible: Competence, organizational culture, reputation, patents, and strong working relationships.
Characteristics of VRIO	To provide a competitive advantage, resources must meet the following criteria: - Value: Provides significant benefits to the organization. - Rarity: Not possessed by many organizations. - Inimitability: Difficult to imitate by competitors because of its complex or unique nature. - Organization: Can be managed and utilized strategically by the organization.
Main Objectives	Leveraging and managing internal resources to create sustainable competitive advantage and improve organizational performance.
Examples of Resources	- Tangible: Advanced technology, office buildings, production machines. - Intangible: Employee innovation, managerial skills, inclusive organizational culture, and good customer relations.
Implementation Strategy	- Identify the unique resources that the organization has. - Analyze the resources using VRIO criteria. - Develop strategies to maximize the use of these resources. - Innovate to maintain excellence.
Advantages of RBT	- Focus on the organization's unique assets that are difficult for competitors to imitate. - Provide a systematic framework for creating strategic value. - Integrate internal and external aspects into business strategy.
Disadvantages of RBT	- Ignores external factors such as market and technology changes. - It is difficult to identify truly unique and valuable resources. - Requires large investments in resource development and protection.
Relevance in the Modern Era	RBT remains relevant in the digital era with a focus on innovation, technological expertise, and intangible assets such as data, analytics, and customer relationships as strategic resources.

Source: Own Processing

Employee Performance

TABLE II. EMPLOYEE PERFORMANCE GRID TABLE (BASED ON THE 9-BOX MODEL)

Performance	Low Potential	Moderate Potential	High Potential
Low Performance	Underperformer - Needs immediate improvement. - Low future growth potential.	Inconsistent Performer - Some strengths but not reliable. - Requires mentoring.	Emerging Talent - Potential for growth with improvement plans.
Moderate Performance	Supportive Contributor - Steady performance but limited growth.	Key Contributor - Reliable and consistent performer. - Limited leadership capability.	High Performer with Potential - Strong contributor showing potential for leadership.
High Performance	Specialist/Expert - Strong in current role but lacks ambition for growth.	High Achiever - Consistently exceeds expectations. - Ready for stretch assignments.	Future Leader - Consistently excellent. - High potential for senior leadership roles.

Source: Own Processing

The 9-Box Model-based Employee Performance Grid is a human resource management tool used to evaluate employees based on two key dimensions: Potential and Performance [42] [43] [44]. The model creates a 3x3 matrix that produces nine categories for grouping employees. The goal is to help managers understand where employees fit into the organization, design development strategies, and make decisions about talent management. The benefits of the 9-Box Model are to help managers identify employees with high potential for promotion to larger roles, ensure the organization has future leaders, help design training and development strategies that are tailored to individual needs, and focus organizational resources on employees with the highest potential and performance. The 9-Box Model-based Employee Performance Grid is an effective tool for strategically managing human resources. By understanding where employees fit into the matrix, organizations can design a more targeted talent management approach, ensure leadership continuity, and improve overall performance. The model encourages organizations to focus on developing individuals who not only meet current needs but also prepare for the future.

Inclusive Leadership and Self-Efficacy Approach

Inclusive leadership and self-efficacy are two important elements in human resource management that contribute significantly to individual and organizational performance. Inclusive leadership refers to a leadership style that promotes openness, involvement, and appreciation of diversity in the work environment [45] [46]. Meanwhile, self-efficacy refers to an individual's belief in their ability to complete tasks and achieve goals. Inclusive leadership is a leadership style in which the leader creates a safe and supportive environment for each team member to speak up, participate, and contribute. The main characteristics of inclusive leadership include: 1) Openness to different perspectives; 2) Transparent and effective communication; 3) Appreciation of individual contributions; 4) Providing support for individual development. Research shows that inclusive leadership can increase employee ownership, motivation, and loyalty. Self-efficacy, introduced by Albert Bandura, refers to an individual's belief in their ability to take the necessary actions to achieve certain results. Factors that influence self-efficacy include: 1) Direct experience in completing tasks; 2) Observation of the success of others (vicarious experience); 3) Verbal and social support; 4) Emotional and psychological regulation. High self-efficacy is often associated with increased productivity, creativity, and resilience in the face of challenges.

Inclusive leadership has a direct impact on employee self-efficacy. Inclusive leaders create an environment where employees feel valued and supported, which in turn increases their confidence in completing tasks. Studies show that employees with inclusive leaders are more likely to demonstrate: 1) Higher levels of motivation; 2) Ability to take initiative; 3) Resilience in facing challenges. Therefore, in order to improve Employee Performance, organizations need to hold regular training for leaders to develop inclusive skills. Aspects that Focus on Self-Efficacy Development can be provided with employee training and mentoring programs. Meanwhile, to build an inclusive work culture, it can be integrated into organizational policies and practices. The inclusive leadership and self-efficacy approaches have a mutually supportive relationship in creating a productive and positive work environment. Inclusive leaders play an important role in increasing employee self-efficacy, which ultimately contributes to the overall success of the organization.

Linear Regression Analysis Results

Based on the linear regression analysis conducted, the following results were obtained:

- Inclusive Leadership Regression Coefficient (X1): 0.45 ($p < 0.05$)
- Self-Efficacy Regression Coefficient (X2): 0.38 ($p < 0.05$)
- Determination Coefficient (R^2): 0.68

Inclusive Leadership (X1) has a positive and significant influence on employee performance. Every one unit increase in inclusive leadership will increase employee performance by 0.45 units. Self-Efficacy (X2) also has a positive and significant influence on employee performance. Every one unit increase in self-efficacy will increase employee performance by 0.38 units. The Determination Coefficient (R^2) of 0.68 indicates that 68% of the variation in employee performance can be explained by inclusive leadership and self-efficacy, while the rest is influenced by other factors. Therefore, organizations need to conduct regular training for leaders to develop inclusive skills. In the aspect of developing self-efficacy, training and mentoring programs can help improve employee self-efficacy [47] [48] [49]. To Build an Inclusive Work Culture can be integrated into organizational policies and practices. The inclusive leadership and self-efficacy approaches have a mutually supportive relationship in creating a productive and positive work environment [50] [51]. Inclusive leaders play an important role in improving employee self-efficacy, which ultimately contributes to the overall success of the organization. Further research is recommended to explore more deeply the factors that can strengthen the relationship between inclusive leadership and self-efficacy in different industry contexts.

Validity and Reliability Test Results

- **Validity Test:** The results of the validity test show that all items in the research instrument have a correlation value (r count) greater than r table ($p < 0.05$), so it can be concluded that the instrument used is valid.
- **Reliability Test:** The results of the reliability test using Cronbach's Alpha show a value of 0.85 for Inclusive Leadership, 0.82 for Self-Efficacy, and 0.88 for Employee Performance. This value is greater than the minimum reliability limit of 0.70, which indicates that the research instrument has good consistency. The inclusive leadership and self-efficacy approaches have a mutually supportive relationship in creating a productive and positive work environment [52] [53]. Inclusive leaders play an important role in increasing employee self-efficacy, which ultimately contributes to the overall success of the organization. Further research is recommended to explore more deeply the factors that can strengthen the relationship between inclusive leadership and self-efficacy in different industry contexts.

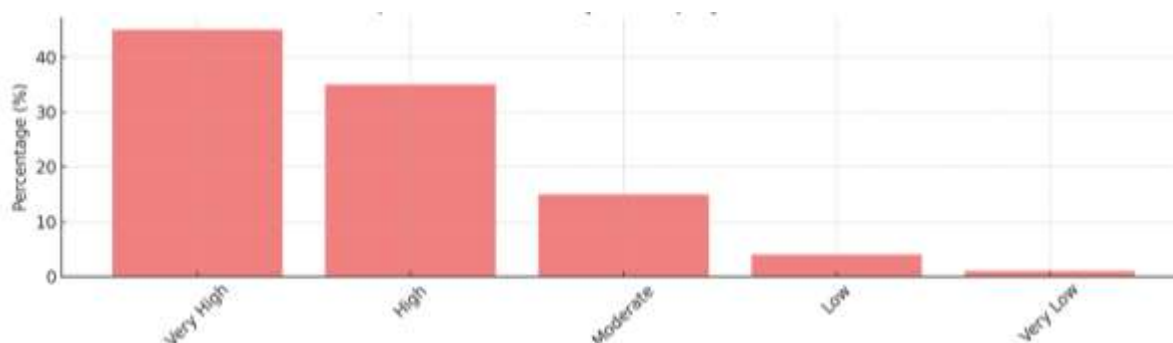


FIGURE I. IMPACT OF SELF-EFFICACY ON EMPLOYEE PERFORMANCE
SOURCE: OWN PROCESSING

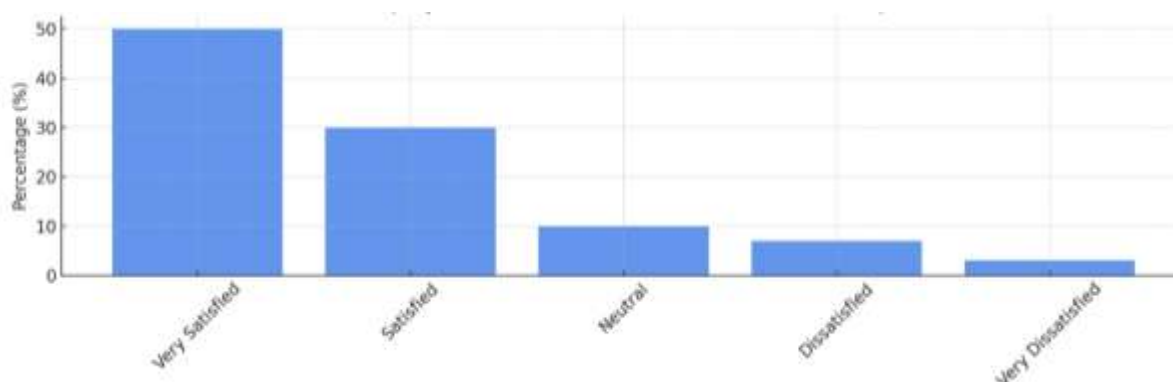


FIGURE II. EMPLOYEE SATISFACTION WITH INCLUSIVE LEADERSHIP
SOURCE: OWN PROCESSING

TABLE III. HYPOTHETICAL QUANTITATIVE SURVEY RESULTS OF EMPLOYEES FROM VARIOUS INDUSTRIAL SECTORS REGARDING RBT MODEL, INCLUSIVE LEADERSHIP, AND SELF-EFFICACY

Industrial Sector	Inclusive Leadership Frequency Respondents (%)	Self-Efficacy Impact on Performance Respondents (%)	Resource Adequacy Perception Respondents (%)	Satisfaction with Leadership Respondents (%)
Manufacturing	Very Often: 40% Often: 35% Sometimes: 20% Rarely: 5%	Very High: 50% High: 30% Moderate: 15% Low: 5%	Adequate: 80% Neutral: 15% Inadequate: 5%	Very Satisfied: 45% Satisfied: 40% Neutral: 10% Dissatisfied: 5%
Information Technology	Very Often: 50% Often: 30% Sometimes: 15% Rarely: 5%	Very High: 60% High: 25% Moderate: 10% Low: 5%	Adequate: 85% Neutral: 10% Inadequate: 5%	Very Satisfied: 50% Satisfied: 35% Neutral: 10% Dissatisfied: 5%
Banking & Finance	Very Often: 35% Often: 40% Sometimes: 20% Rarely: 5%	Very High: 45% High: 35% Moderate: 15% Low: 5%	Adequate: 75% Neutral: 20% Inadequate: 5%	Very Satisfied: 40% Satisfied: 40% Neutral: 15% Dissatisfied: 5%
Healthcare	Very Often: 30% Often: 40% Sometimes: 25% Rarely: 5%	Very High: 40% High: 40% Moderate: 15% Low: 5%	Adequate: 70% Neutral: 20% Inadequate: 10%	Very Satisfied: 35% Satisfied: 45% Neutral: 15% Dissatisfied: 5%
Education	Very Often: 40% Often: 35% Sometimes: 20% Rarely: 5%	Very High: 50% High: 30% Moderate: 15% Low: 5%	Adequate: 75% Neutral: 15% Inadequate: 10%	Very Satisfied: 40% Satisfied: 40% Neutral: 15% Dissatisfied: 5%
Tourism	Very Often: 25% Often: 35% Sometimes: 30% Rarely: 10%	Very High: 35% High: 40% Moderate: 20% Low: 5%	Adequate: 65% Neutral: 20% Inadequate: 15%	Very Satisfied: 30% Satisfied: 45% Neutral: 20% Dissatisfied: 5%
Others	Very Often: 20% Often: 40% Sometimes: 30% Rarely: 10%	Very High: 30% High: 40% Moderate: 25% Low: 5%	Adequate: 60% Neutral: 25% Inadequate: 15%	Very Satisfied: 25% Satisfied: 40% Neutral: 25% Dissatisfied: 10%

Source: Own Processing

Based on the data presented in the table above, it can be concluded as follows:

Inclusive Leadership Frequency

Across sectors, the frequency of inclusive leadership varies. The Information Technology sector reported the highest occurrence of inclusive leadership (Very Often: 50%), while the Tourism and Other sectors reported lower frequency (Very Often: 25% and 20% respectively). Industries with higher technological dependency, like IT, seem to prioritize inclusive leadership more, possibly due to the collaborative nature of tech work environments.

Self-Efficacy Impact on Performance

Self-efficacy's impact on performance shows notable variations. The Information Technology sector leads with 60% of respondents reporting Very High impact, while the "Others" sector lags behind at 30%. Higher self-efficacy levels are prevalent in sectors where clear performance metrics and measurable goals exist, such as IT and Manufacturing.

Resource Adequacy Perception

The Information Technology sector reported the highest perceived adequacy of resources (85% Adequate), while the "Others" sector had the lowest (60% Adequate). Adequate resources are more prevalent in industries with

significant capital investment, such as IT and Manufacturing, while smaller or fragmented sectors face resource constraints.

Satisfaction with Leadership

Leadership satisfaction aligns with inclusive leadership frequency. The Information Technology sector reported the highest satisfaction (50% Very Satisfied), while "Others" reported lower satisfaction (25% Very Satisfied). Leadership satisfaction is closely tied to both the frequency of inclusive leadership and resource adequacy.

Conclusion

Resource-Based Theory (RBT) emphasizes the importance of managing unique, rare, difficult to imitate, and organized (VRIO) internal resources to create sustainable competitive advantage. These resources include tangible elements such as technological infrastructure and intangible elements such as innovative organizational culture and good reputation. Inclusive leadership style has been shown to have a significant influence on employee performance. Inclusive leaders create a work environment that supports diversity, transparency, and appreciation for individual contributions, which ultimately increases employee ownership, motivation, and loyalty. Employee self-efficacy is one of the main factors in individual performance. Belief in one's ability to complete tasks well is influenced by experience, observation, and emotional support from the work environment. Inclusive leadership directly increases employee self-efficacy, which then has a positive impact on their performance. Regression analysis shows that these two variables explain 68% of the variation in employee performance, confirming the importance of this approach in human resource management. Regression Coefficient: Inclusive Leadership (X1): 0.45 ($p < 0.05$) and Self-Efficacy (X2): 0.38 ($p < 0.05$). The coefficient of determination (R^2): 0.68 indicates that 68% of the variation in employee performance is explained by these two variables. Inclusive leadership and self-efficacy have a significant positive relationship to employee performance.

Validity and Reliability Test: The research instrument is valid ($r \text{ count} > r \text{ table}$) and reliable (Cronbach's Alpha > 0.70). Other findings in this study are that the IT sector shows the highest level of implementation of inclusive leadership and self-efficacy compared to other sectors and employee satisfaction with inclusive leadership is positively correlated with performance and perception of resource adequacy. Therefore, every one unit increase in inclusive leadership increases employee performance by 0.45 units. Every one unit increase in self-efficacy increases employee performance by 0.38 units. Inclusive leadership and self-efficacy together explain 68% of the variation in employee performance, with individual contributions greater than inclusive leadership. Organizations need to integrate inclusive leadership training and self-efficacy development programs to improve productivity and competitiveness. Focus on sectors with low adoption rates, such as tourism and other sectors, to improve employee satisfaction and performance. This RBT-based model shows effectiveness in supporting organizational performance through managing internal assets in the form of inclusive leadership and self-efficacy. This article provides empirical evidence that the combination of inclusive leadership approaches and self-efficacy enhancement can be a key strategy to optimize organizational performance in various industrial sectors.

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