

The Role Of Employee Engagement As A Mediation Of Leadership Style On Performance

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Abstract: The purpose of this paper is to examine the mediating role of employee attachment to leadership style on employee performance. The design of this research is to ensure the truth of generalization through type research quantitative. The population in this study were all employees in cooperative organizations. The results showed that leadership style influences employee engagement, leadership style does not affect employee performance, employee engagement influences employee performance and employee engagement is able to perform a role as mediating the influence of leadership style on employee performance. The inconsistencies from the results of previous studies provide evidence and opportunities for review by this study by including mediating variables about employee engagement and employee performance relationships. The variable studied as a mediating variable is employee engagement.

Index Terms: Employee Engagement, Leadership Style, Performance

1. INTRODUCTION

Currently, human resources are part of the overall management of available and available resources in an organization. The development of a company is inseparable from the support of human resources in accordance with the abilities of each individual who collaborates to achieve the company's vision and mission. This is a very important factor in organizations because human resource management is the science and art of managing relationships and the role of the workforce so that it is effective and efficient in helping the realization of company, employee and community goals. Human resources become a unique asset for the company because it is one of the assets that animate in carrying out both managerial and operational activities of the company so that special attention is needed in order to create a positive relationship between employees and the company. Human resources that are well managed will provide feedback from employees to the company so that employees have a good relationship with the company and provide the best performance for the company (Saks, 2006). Important human resource issues today are employee management and leadership. The latest survey of Indonesia shows that Indonesian employee engagement is only 25% (<https://youngster.id/>), while the survey released portalHR.com employees do not engage 80% of the company, this is certainly an alarm that must be addressed if good desired performance is a description of the level of achievement that can be achieved by employees in the company or organization to realize the vision, mission, and goals of the company and organization. Some indicators used in measuring performance are the quantity of work, quality of work, timeliness, attendance, and the ability to work together (Bangun, 2012; 233).

Some previous research shows that the current performance of employees can be determined by how much the employee's management of the work and the organization (Saks, 2006; Shaleh and Nair, 2015; Andrew & Sofian, 2012). Likewise research on the importance of leadership style in influencing employee performance, because leadership is able to be a driving force for employees to perform better as research by Syafii et al., (2015), Ohemeng et al., (2018) which says that leadership style has a positive influence on performance the employee. However, research often also shows that leadership style is not able to influence performance such as Sugianingrat research (2018) that ethical research does not affect performance. so that the relationship between leadership style and performance until the last research there is still unclear relationship so that it is possible to mediate the relationship between leadership style and performance, such as employee attachment to the company. Employee performance is one of the important things that result from the creation of employee engagement as research conducted by Ramadhan and Sembiring (2014) which states employees have a strong relationship with the company will improve performance or performance for the benefit of the company. Employees can be said to have a good performance if the employee has a close attachment to the company so that employees do not have coercion and provide maximum contribution to the company. Employee engagement is the emotional commitment of employees to the organization and its goals. Emotional commitment means that employees really care about work and the company. Employees do not work only for salary or for promotion but work based on company or organizational goals (Kruse, 2012: 698). Research Rustono and Akbari (2015) said that employee engagement has a significant effect on employee performance. The study is contrary to the results of the study of Kartika et al., (2015: 697) which said that employee engagement had no significant effect on employee performance. So this research becomes relevant to be carried out to look for the relationship between leadership style which is mediated by employee engagement.

2 LITERATURE REVIEW

2.1 Performance

Performance is a dependent variable that is influenced by many factors and is related to organizational goals. Employee performance can be used as a basis for job promotion or

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promotion, transfer, dismissal, and compensation. Errors in managing independent variables can have an impact on performance, both positive and negative. Bangun, (2012; 231) Performance is the result of work achieved by someone based on a job statement. Performance embodiment of the ability to form real work or work results achieved by employees in completing tasks and work of the organization, so performance is not included in individual characteristics such as ability or talent. Mathis and Jackson (in Priansa, 2014: 269) stated that performance is basically what employees do and don't do in carrying out tasks. Whereas Rivai and Sagala (in Priansa, 2014: 269) said performance is a real behavior displayed by someone as work performance by employees in accordance with the role in the organization. So it can be concluded that performance is the result of work achieved by a person in a certain period of time in completing a given task in accordance with the criteria. There are several opinions about factors that can affect employee performance. Gaffar (quoted from Yafi, 2015: 18) divides performance factors into two variables, including:

1. Individual variables (characteristics, physical traits, motivation and interests, age, experience, gender, education and other individual factors)
2. Organizational variables:
 - a. Physical and occupational factors (working conditions and design, spatial planning and physical environment, work equipment, work methods)
 - b. Social and organizational factors (organizational regulations, types of training and supervision, wage system, social environment, and organizational nature)

Zainudin (in Laksono, 2015; 27) factors that influence individual performance are 1) Individual's own ability, 2) Motivation, 3) The existence and relationship with the organization, and 4) Support received to employees, and appreciation for employees.

2.2 Leadership

In organizations, a person who has a soul to lead is needed to move and direct human resources. The leader must understand and know the function of the leader and the elements in leadership as activities to influence, direct, create, and the ability to invite and provide ideas for the organization. A person can influence organizational performance depending on how the person performs leadership activities in the organization. Leadership is a form of ability to influence groups in achieving organizational goals (Robbins, in Bangun, 2012; 337) A leader has his own style, model, or character to run an organization according to conditions and how to lead. The leadership style can have a positive or negative impact on the sustainability of the organization or company. Leadership style is a way for leaders to influence the behavior of subordinates to work more productively (Hasibuan, in Bakara and Sukiswo 2015: 10). Meanwhile, according to Swamy, 2014 stated that leadership style is the process by which a leader socially influences and seeks subordinate participation in efforts to achieve organizational goals. From the explanation above it can be concluded that leadership leads to how a person influences subordinates or others, while the dominant leadership style on the model or characteristics possessed by a leader to influence subordinates to be more effective according to the situation with the aim of realizing the vision and mission of the organization and company.

Types of leadership styles developed by Robert House with the opinion that the main function of a leader is to help subordinates achieve organizational goals. One factor that needs to be considered in making leaders effective is situational factors which means that the leadership style depends on the situation (Bangun, 2012; 352):

1. Leadership directive
The leader provides specific direction in completing tasks and subordinates know what the leader expects.
2. Supportive leadership
The existence of a good relationship between leaders and subordinates both from the nature of the leader and the attention of leaders to subordinates.
3. Participatory leadership
Leaders consult with subordinates and use advice before making a decision.
4. Achievement Oriented leadership
Leaders set challenging goals, encourage high performance, and expect subordinates to be able to do their jobs well by showing confidence in subordinates. There are two situational factors that can soften the relationship of leadership style with the results to be achieved. These factors include subordinate characteristics including locus of control, ability, and experience and environmental factors include the characteristics of tasks, work groups, and formal authority systems.

Some of the indicators needed to achieve leadership style according to Anwar (2015; 191) are: 1) Explanation of leadership to employees, 2) Leader's attention to employees, 3) Giving opportunities to employees, and 4) awarding to employees

2.3 Employee Management

Engagement is an individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational Goals (Macey, 2009) Handoko (2012) suggest the involvement of employees (employee engagement) describes how much a person feel excited (passion) and happy (excitement) in work. Employees who feel bound are those who feel truly involved and have enthusiasm for their work and organization. Involvement is the willingness and ability to contribute to the success of the company - that is, in the condition of employees willing to work hard to complete their work, if necessary by overtime, using all his mind and energy.

Macey, (2009) said that engaged employees will look as follows.

1. They will think proactively, they anticipate opportunities to take action - and actually take action - in ways that are in line with organizational goals.
2. They will expand their thinking about what is needs to be done in connection with changes in job demands and expanding roles to fit these new job demands. They are not fixated on their work as stated in the job description, but they focus on the goals they want to achieve that are consistent with the company's success. So they can do something new that is needed and not question whether it is part of their work.
3. They actively find ways to enrich their skills, which are consistent with their role in the organization and the

mission of the organization. This means that they develop themselves not only for their own interests but they develop themselves to be able to make a more effective contribution to the organization. In this case they do not sacrifice themselves but rather they build relationships between employees and employers, and not just 'accept' or 'get'; but are willing to 'give'

4. Employees 'persist' (consistently struggling) even when they face obstacles, for example when things are not easy, not as planned, and or face ambiguous situations. In this case the executive does not need to remind, encourage employees to do the work but they do it on time.

3 METHODE

The approach used in this research is to use a quantitative approach. the place and time of the study was conducted at one of the successful cooperatives in Gresik Regency. Research conducted using 2 independent variables (independent) and 1 dependent variable (dependent). The independent variable is leadership style (LS). Employee engagement as (JE), as well as being a mediating variable while, the dependent variable is employee performance (EP). The data used to measure the data to be analyzed from the results of the distribution of questionnaires is using a Likert scale. Likert scale is used as a measurement to measure the opinions, attitudes, and perceptions of a person or group related to existing social phenomena (Sugiyono, 2015; 93). By using a Likert scale, the variables to be measured are translated into indicator variables. Tests, this test is carried out to test the validity and reliability of the data obtained and test the relationship between variables and assess the model compiled, the analysis technique used is the path analysis technique using the WarpPLS software program.

4 RESULT AND DISCUSSION

4.1 Characteristics of Respondents

The study conducted using respondents to be sampled with the number of respondents as many as 108 which were used as research samples. Each respondent was given a questionnaire to provide answers to the statements that have been provided. This research identifies the characteristics of respondents based on gender. That the respondents of male employees have a total of 76 people with a percentage of 70%, while the number of female employee respondents is 32 people with a percentage of 30%.

4.2 Testing the Validity of Reliability

Tests for the accuracy of the measurement scale or the validity of the data are carried out on the question items on leadership style (LS), employee engagement (JE), and employee performance (EP). The measurement scale accuracy test conducted in this study includes the validity and reliability tests, which are explained as follows:

4.2.1 Validity Test

The results of the first stage of validity test are known that all indicators has a value above 0.5, but there are two items whose values are below 0.5, namely at LS5 and LS7, for other question items or indicators used to measure each latent variable able to measure what is to be measured or has met the convergent validity of an indicator. Likewise the results of

the comparison between loading and cross loading obtained the loading value of all factors or indicators greater than the cross loading, the validity of the discriminant is fulfilled. These results are in accordance with the opinion of Hair et al (2014: 123). The accuracy of the measurement scale is a requirement that must be met so that further testing can be done. The accuracy of the scale shows that each indicator formulated has the same basic factor. That the question items are able to measure the construct measured, with item values having correlations above 0.50

4.2.2 Reliability Test

The value of the reliability test is generated by the composite leadership style coefficient (LS) value of 0.831 employee engagement (JE) of 0.843 and employee performance (EP) amounted to 0.813, so the value is above 0.7 as a condition for accepting composite reliability testing, while for internal reliability values consistency using Cronbach's alpha coefficient criteria above 0.60, so the accuracy of the questionnaire reliability measurement scale for all factors meets the internal consistency reliability according to Gliem's opinion and Gliem, (2003); Maholtra, (1996).

4.3 Model Fit Index Testing

The results of the feasibility test model with 10 indices include Average path coefficient (APC), Average R-squared (ARS), Average adjusted R-squared (AARS), Average block VIF (AVIF), Average full collinearity VIF (AFVIF), Tenenhaus GoF (GoF), Sympson's paradox ratio (SPR), R-squared contribution ratio (RSCR), Statistical suppression ratio (SSR), Nonlinear bivariate causality direction ratio (NLBCDR). the results obtained meet the rule of thumb of all criteria at a good and ideal index so that it is concluded that the relationship model between latent variables is fit or suitable.

4.4 Model Estimation Testing and Path Analysis

This analysis is used to determine the influence of leadership style (LS), employee engagement (JE), on employee performance (EP). The data obtained were analyzed using warpPLS 5.0. In this study there is a test that shows direct effect estimation, the following results of total effect testing are presented in the following figure:

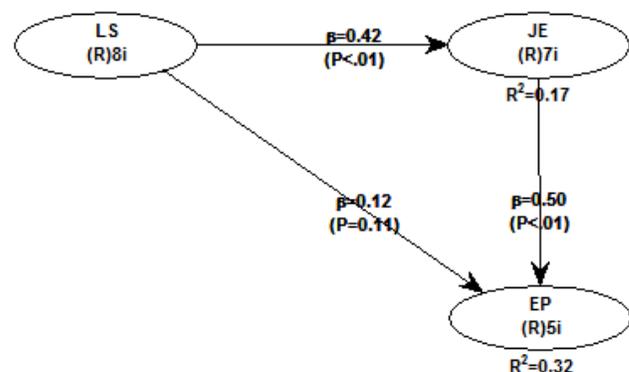


Figure 1: Testing Estimated Value

Remarks: Leadership Style (LS), Employee Attachment (JE), and Employee Performance (EP)

Based on the results The above analysis can then be arranged employee performance equation model (EP) = $0.12LS + 0.50JE + 0.208LSJE$

1. Leadership style coefficient (LS), amounting to 0.12 and employee engagement coefficient (JE) of 0.50 has a positive direction on employee performance (EP), so if the leadership style (LS) and employee engagement (JE) the greater means to have a strong and positive influence on employee performance variables (EP).
2. The mediating coefficient of employee engagement variables (JE) from the influence of leadership style (LS) on employee performance variables (EP) of 0.208, with a P-value of 0.001 explains that employee engagement variables (JE) can be mediating the influence of leadership style influence (LS) on employee performance variables (EP).

4.5 Hypothesis Testing

Measurement is to test hypotheses using the WarpPLS program, hypothesis testing is performed by comparing the significance probability value (p/α) determined at 0.05. If the p-value is greater than the probability value then the hypothesis is rejected, and if the p-value of significance is smaller than α , then the hypothesis can be accepted. The results show that leadership style influences employee engagement (JE) with p value <0.001 , leadership style (LS) does not affect employee performance (EP) with p value greater than 0.05, employee engagement (JE) affects employee performance (EP) with p value <0.001 and there is a mediating role of employee attachment to leadership style (LS) to employee performance (EP) with p value <0.001 .

4.6 Discussion

With the results obtained, the discussion for each result based on the hypothesis testing that has been done can be discussed as follows: Leadership style variables affect the employee engagement, the test results show that the coefficient of direct influence on the leadership style of employee engagement is equal to 0.416, meaning that the leadership style variable has a positive relationship with the variable on employee engagement, these results provide information that the better the leadership style such as the presence of clear instructions, able to describe the task, provide opportunities to express complaints, foster work motivation, provide opportunities for participation, provide the opportunity to discuss with employees, provide attention and career support is able to create employee attachments so the higher the employee to dissolve in work, forget the time in doing work spelling, total in work, can not think of other work and feel bound to work. Thus this result is supported by the significance value for the leadership style variable of 0.001 <0.05 , this shows that there is an influence of leadership style with employee engagement. The results of this study support previous studies that have provided the same research results as the studies of Zhang et al., (2014), Ghadi (2013), Popli & Rizvi (2016) who said that leadership style has an influence on employee engagement. Leadership style variables affect employee performance, the test results show that the coefficient of direct influence of leadership style on employee performance is 0.416, meaning that the leadership style variable has a positive relationship with variables on employee performance, these results provide information that the better leadership style such as the existence of clear instructions,

able to describe the task, provide opportunities to raise complaints, foster work motivation, provide opportunities for participation, provide opportunities to discuss with employees, provide attention and career support able to optimize performance the higher the performance of employees by completing work with the number of errors few, are responsible for completing work, have a burden if procrastinating, burdened if not come to work and leave work, can communicate easily when e colleague, can work well together. However, this result is not supported by the significance value for the leadership style variable of only $0.117 > 0.05$, this shows that there is no influence of leadership style on employee performance. The results of this study contradict with the research conducted giving different research results from the research of Syafii et al., (2015), Ohemeng et al., (2018) who said that leadership style has a positive influence on employee performance. The employee engagement variable influences employee performance, the test results show that the coefficient of direct influence of employee engagement on employee performance is 0.256, meaning that the employee engagement variable has a positive relationship with employee performance variables, this result provides information that the higher the engagement of employees such as employees to dissolve in work, forget time in doing a job, total work, unable to think of other work and feel bound to the job, the higher the performance of employees produced such as completing work with a small number of mistakes, responsible for completing work, has a burden if procrastinating work, burdened if not come to work and leave work, can communicate easily with coworkers, can work well together. This result is also supported by the significance value for the employee engagement variable of 0.001 <0.05 , this indicates that there is an influence of employee engagement on employee performance. The results of this study support research conducted by Bedarkar & Pandita (2014), Robertson et al., (2012) that work engagement / involvement has an impact on employee performance. Employee engagement variable (JE) can be a mediating variable of the influence between leadership style on employee performance, the mediation effect test results indicate that the employee engagement variable has a value of 0.208 with a p-value of <0.0001 . The mediation coefficient value is positive and the p-value is smaller than the p-value of 0.05, this indicates the existence of employee engagement variables will be able to mediate the influence of leadership style variables on employee performance. Thus it can be interpreted that the employee engagement variable is able to mediate the influence of leadership style variables on employee performance such as employees to get involved in work, forget time in doing a job, total work, cannot think of other jobs and feel bound to work. Thus the results of this study are consistent with the results of previous studies conducted by Popli et al., (2016) the importance and significant role of employee involvement and the role of leadership style in developing a culture of engagement. The appropriate leadership style and human resource (HR) practices that encourage engagement need to be fostered in the organization to drive performance. Strong relationship of participatory leadership style on employee performance through the mediating effect of work engagement (Salman et al., (2016).

4. CONCLUSION

Referring to the results of research and interpretation of results and based on research objectives, it can be concluded that leadership style affects employee engagement, leadership style does not affect employee performance, employee engagement affects employee performance and engagement employees are able to mediate the influence of leadership style on employee performance. At the assessment of the leadership style of the task description items on subordinates get lower ratings than other items so that the leadership style in giving tasks to subordinates must be accompanied by a description and conformity with main duties and functions so that job descriptions are in accordance With the work itself. With no influence of leadership style with performance, there is still an opportunity to re-examine the relationship of this variable because this research only uses leadership style of path goal theory. The next researcher can use several leadership style theories such as transformational leadership style because transformational leaders are able to make subordinates aware of a broader perspective, so that individual interests will be jointly coordinated towards the interests of teams, organizations, or wider interests

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