

## HOW TO ENGAGE EMPLOYEE: THE INFLUENCE OF LEADERSHIP AND TEAM WORK

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### *Abstract*

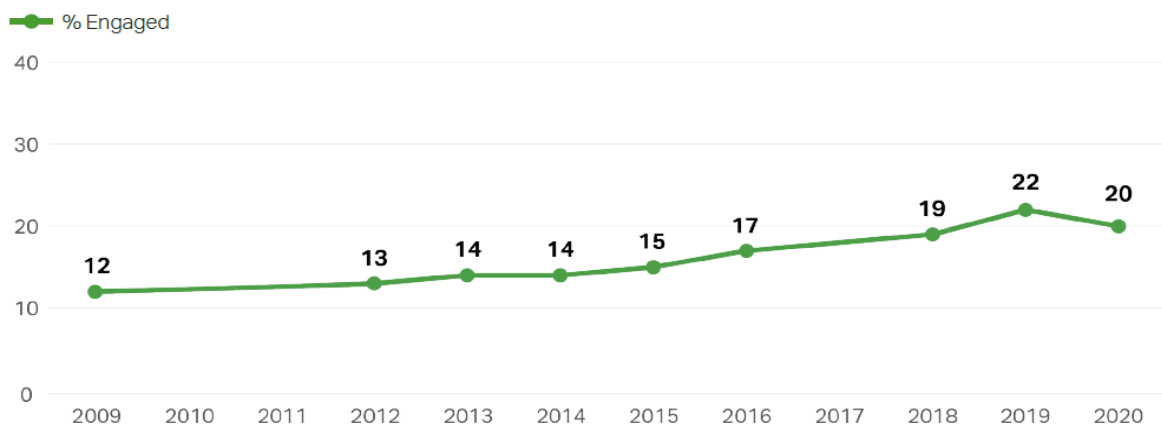
*The term employee engagement relates to the level of an employee's commitment and it is has a connection to an organization. Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. The purpose of this research to determine the correlation of employee engagement with leadership and team work in multinational company in Batam. The factors used in this study are leadership (X1), team work (X2), motivation (X3) and employee engagement (Y). The analysis technique used is multiple linear regression and the type of research includes explanatory research with hypothesis testing from primary data obtained from questionnaires. The data tested using Smart PLS 3.0 and found that the leadership no significant effet to employee engagement but team work and motivation have significant effect to employee engagement.*

**Keywords:** Leadership, Teamwork, Motivation and Employee Engagement

### **Introduction**

Employee engagement (EE) is a consistent effort made by organizations to deliver its value proposition and purpose to their employee. Employee engagement is the magic ingredient for business success and currently as the business teams adapt to be remote workforces. When engage employee has done effectively, it results in a greater commitment to business goals, values and increased self-worth. Employee engagement has become one of the top priorities for most businesses due to the impact of employee engagement increases productivity in the workplace. Engaged employees outperform their peers that are not engaged. Overall, companies with high employee engagement contributed to 21% more profitable, improves morale in the workplace, reduces absenteeism.

Based on state of the global workplace 2021 report which issued by Gallup, the trend of employee engagement decreased by 2 points, from 22% in 2019 to 20% in 2020. In 2020, the decreased due to employees have reported a higher worry (41%), stress (43%), anger (24%) and sadness (25%) i they had in the previous year. Employee engagement reflects the involvement and enthusiasm of employees in their work and workplace. Business units with high employee engagement achieve higher productivity, higher customer loyalty/ engagement, better safety, lower turnover and higher profitability, among other positive business outcomes, according to a Gallup study of more than 100,000 business units. When we compare EE in Indonesia is the fifth (22%) same with Myanmar but below compare with Cambodia (24%), Thailand (25%) and Philippines (32%)



Source : Global workplace 2021 by Gallup

There is a challenging for an organization how to increase the engaged employees with the role of a leader. In a complex and uncertain conditions, leader as a role model is needed to be able to bring the organization to adapt so that it is able to growth. Being a role model will be the center of attention for everyone in the leader's environment so that the leader must be able to set a good example in their daily activities (Setyawan, 2021:47). With a good an example given by the leader, of course the team members will be always work together so that a solid work team is formed. Beside that the leader shall have vision,

innovation and agility to develop their team. Stimulate an innovation is a part of the core function of the leadership in developing an organization (Jiang & Chen, 2018). To increase the engage employees can be done by leaders with caring of their subordinates. listening them, trusted, respond their feedback and do on what said (Metcalf and Benn, 2013).

## **Literature Review**

### **Employee Engagement (EE)**

EE is important factors in human capital and it shall be managed well to achieved the organization success. When the employee engaged, they will have a energy to help the organization on achieving its goals Schiemann (2011). An engaged employee is a builder within the organization. The high performance in completing any work given will be showed by them and the organization need to retain the engaged employees. The employee have willingness to give strength and develop their talents to the fullest in their work so the organization develops but when they are not engaged the employee will tend to do their task when any instruction given. There are eight factors EE include trust and integrity, shared individual performance and company performance, personal relationship with manager, career growth opportunities, pride of the company, employee development opportunities, nature of the job and teamwork among the coworkers/team members (Gibbons,2008)

### **Leadership (L)**

Kahn (1990) posits that organizational leader's drive psychological factors in which employees feel meaningfulness, safety and availability at the workplace and lead them to have positive engagement (Rich, Lepine & Crawford, 2010). Scholars such as Robbins (2007) describes leadership as the ability to influence a group toward a vision or set of goals. Mung, Chiun, Sing and Ayob (2011) suggest that leadership could influence the behaviour of subordinates to achieve the organizational goals. There are many types of leadership but the popular and well known are authoritarian, paternalistic, democratic, laissez-faire, transformational and transactional (Schaefer, 2015). Burns (1978) conceptualizes leadership style in terms of transformational and transactional characteristics.

According to Bass (1985, 1999) transactional leaders motivate their followers to fulfill their leaders' expectations, while transformational leaders motivate their followers to perform beyond what is expected of them (Breevaart et al., 2014).

### **Motivation (M)**

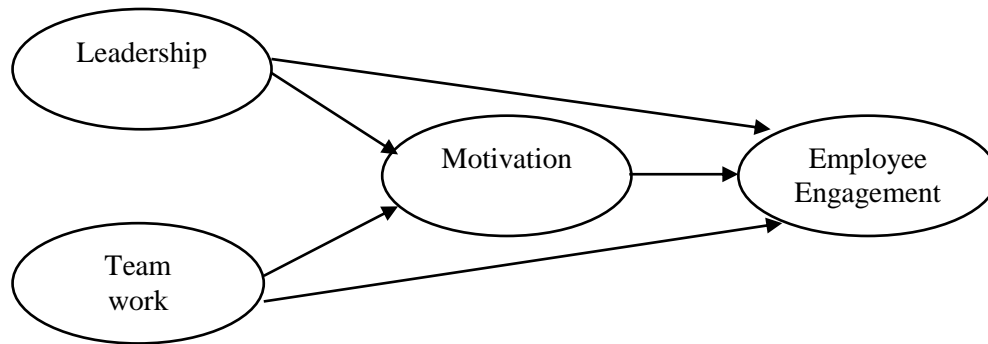
Motivation is one of the important components related to cognition. Its play an important role in the concept to change process (Lee & Brophy, 1996) critical thinking, strategy of learning (Wolters, 1998) and an achievement (Napier & Riley, 1985). Motivation is crucial for effective learning and with their motivation they will complete and understand the learning its self. With the understanding of the learning, the team will easy to implement it in their routine task. Williams (2011) also stress that motivation is probably the most important factor that educators can target in order to improve learning. Motivation in employees serves as a competitive advantage in many of the successful organizations. When organisation wants to improve EE, the organization shall motivate their team because motivated teamwork improve the effort, the task done faster with the greater levels of commitment, collaboration which has got a positive effect on the organization's productivity. When we need our team work has great notivated, its can be influence some factors like, interesting work, job appreciation, satisfaction, job security, promotion and growth, rewards, work environment, punishment and recognition.

### **Teamwork (TM)**

Teamwork is group of employees working towards a common goal and often includes employees assisting and supporting one another and/or undertaking complementary tasks (Rasmussen & Jeppesen 2006). Brunetto et al. (2013) stated the relationship between the superior and subordinate has an effect on the quality of teamwork and its has a positive impact on engagement. Kalisch et al. (2007) argued the positive impact on engagement arise from the teamwork but in the different region the finding need to be tested again. Team work according to Anitha ( 2014) as one of the factor can influence the EE. It can be support and trusting interpersonal relationships among employees so its supporting team will work together on achieving their target goal and impact on promoting EE. Without a solid and good team work there is no commitment from them to have high quality performance.

### Conceptual Framework

The framework model can be drawn as below :



**Figure 1.** Research Framework

### Methods

The population of this study are the employees who work at multinational companies located in the Batamindo Industrial Park. In this research, the quantitative research will be used to obtain the random sample from the respondent. All the data will be test using construct validity and reliability test. The target sample of this study focus with the employees who have positions at the managerial level. The sampling method in this study is a non-probability sampling method in which the sampling technique does not provide equal opportunities for each member of the population to be selected as samples. Data were collected using an online survey method with a minimum sample size of 100 for two to five latent variables (Hair et al., 2018).

The questionnaire consists of 22 statements containing descriptive statistical values using a scale of 1 to 5. The scale of 1 to 5 is a Likert scale measurement. Giving the measurement value in question consists of statements strongly disagree with a value of 1, disagree with a value of 2, neutral with a value of 3, agree on a value of 4 and strongly agree with a value of 5. The variables of leadership, teamwork, motivation and employee engagement will be processed using SPSS version 24 and Smart PLS 3. The data processing process will explain the mean or average of respondents' answers per variable. The minimum and maximum values of respondents' answers are also explained. The standard deviation then shows the variation of the data, where the greater the value of the standard deviation, the more varied the data.

### Result and Discussions

#### Validity Test and Reliability Test

All the data has been tested and the indicators will be valid if the loading factor  $> 0.6$  (Ghozali, 2011). As shown at table 1. the results of the data shown the value  $> 0.6$  and it can be concluded where the indicators in the study have met the validity criteria

**Table 1.** Outer loading result

Indicator	Outer Loading
L1	0,764
L2	0,821
L3	0,823
L4	0,852
TW1	0,708
TW2	0,775
TW3	0,843
TW4	0,847
TW5	0,768
TW6	0,803
TW7	0,852
TW8	0,688
TW9	0,738
TW10	0,604
M1	0,832

Indicator	Outer Loading
M2	0,894
M3	0,886
EE1	0,796
EE2	0,884
EE3	0,808
EE4	0,897
EE5	0,859
EE6	0,818
EE9	0,699

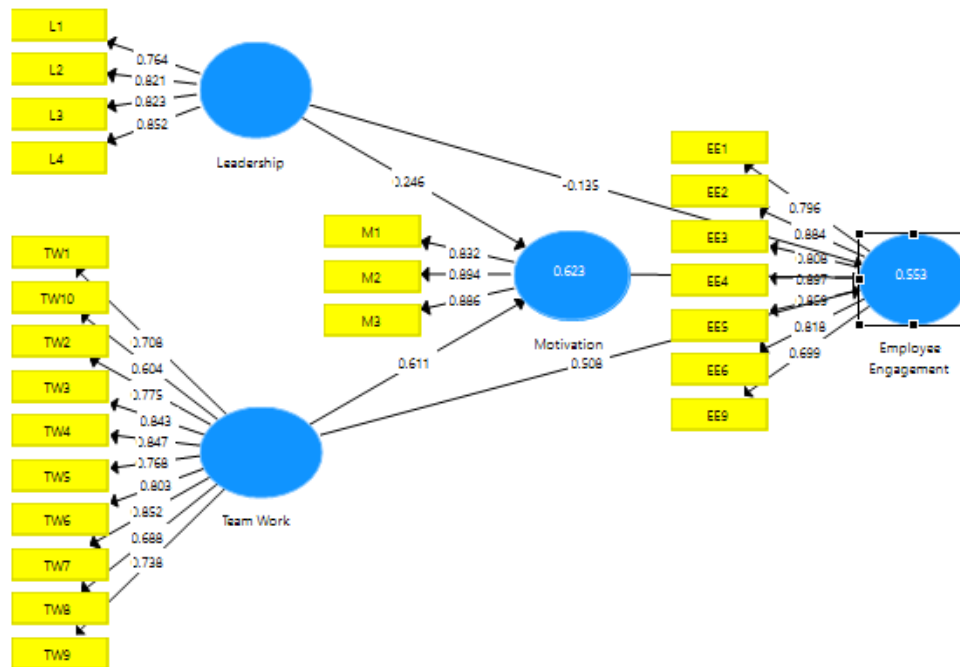


Figure 1. Smart PLS Testing Research Model

The reliability test for all variable show the value of the Cronbach’s Alpha  $\geq 0.7$  (Hair *et al.*, 2017) which tabulated in table 2. Thus, it can be concluded that all latent variables in this study have met the criteria for construct reliability.

Table 2. Reliability test result

Variable	Cronbach's Alpha	Composite Reliability
Leadership	0,832	0,888
Team Work	0,920	0,934
Motivation	0,840	0,904
Employee Engagement	0,921	0,937

**Hypothesis Testing**

The leadership has no significant effect to employee engagement which are shown on table 3 due to the  $t = 1,632$  and the  $p$  value =  $0,103$ . This can be the the supervisor can not be counted on helping with difficult tasks. When the subordinate not able to complete their task, it is very important for the superior to support their team to ensure the team familiar and understand of their task. This is show that the leader support on their difficulties and will engaged them. This research is not in line with previous research conducted by Sangeeta *et al* (2017), Huang *et al* (2021) and Hossan, D. (2021).

Team work and motivation has significant effect to the employee engagement which show the team work ( $t=5,848$ ,  $p = 0,000$ ) and motivation ( $t =4,202$ ,  $p = 0,000$ ). This factor can be due to work together and help each other with the solid team work and the team receive appropriate recognition for my contributions. Both

of the factors are significant contribute to engage of the team. This research are in line with previous reaserach conducted Jiang , Y., & Chen, C.C. (2018) and Schaefer, Z. (2015).

Based on table 4 the indirect effect shown the variable of the leadership and team work have significant effect to employee engagement which mediated by motivation. It shown which are the (  $t = 2,803$ ,  $p = 0,005$ ) for the leadership and (  $t = 3,835$ ,  $p = 0,005$ ) for motivation. Variable motivation in this research categorized as full mediation. This research are in line with Mehrzi & Singh (2016), Ugaddan & Park (2017) and Hossan, D. (2021).

**Table 3.** Path Coefficients

Variable	T Statistics	P Values	Conclusion
L -> EE	1,632	0,103	H1: Rejected
L -> M	3,682	0,000	H2: Accepted
TW -> EE	5,848	0,000	H3: Accepted
TW -> M	10,374	0,000	H4: Accepted
M -> EE	4,202	0,000	H5: Accepted

**Table 4.** Indirect Effects

Variable	T Statistics	P Values	Conclusion
L -> M -> EE	2,803	0,005	H6: Accepted
TW-> M -> EE	3,835	0,000	H7: Accepted

R suares is a test to explain the magnitude of the proportion of variation of the dependent variable described by the independent variable. Based on table 5 show the EE has 55,3% influenced 3 variables explained in this research and it has meaning that EE influenced by 44,7% other variable which not explained in this research. Variabel motivation has 62,3% influenced variable L and TW and it has meaning that variable M influenced by 37,7% other variable which not explained in this research

**Table 5.** Indirect Effects

Variable	R-Square
EE	0,553
M	0,623

## Conclusion

The study has significant consequences for both theoretical and practical ground and it helps to find the answer from the questions related to EE. Based on the result that the leadership has not significant effect to employee engagement but it has significant effect to motivation. The team work have significant effect correlate to motivation and employee engagement. Motivation as mediation is able to be a driver where leadership and teamwork have significant effect EE. This shows that the role of motivation is capable of being a driver of EE There are some industrial estate in Batam and the next research suggest that the Tunas industrial estate, Bintang Industrial Estate and Kabil industrial estate will be included as a respondent.

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