

THE INFLUENCE OF LEADERSHIP STYLE AND EMPLOYEE ENGAGEMENT ON EMPLOYEE PERFORMANCE OF PT MAYBANK DELTAMAS BRANCH



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Abstract

The objectives of this study are as follows: (1) To determine the effect of leadership style on employee engagement. (2) To determine the effect of leadership style on employee performance. (3) To determine the effect of employee performance on employee engagement. (4) To determine the effect of leadership style and employee engagement on employee performance. The research uses observation and questionnaire methods as instruments. The respondents were 35 employees from the Deltamas, Grand Wijaya, and Fatmawati branches. The sampling process uses a probability sampling technique and a quantitative approach. The result shows that leadership style has an insignificant effect on employee performance with the value of the t count and t table smaller than the t table (-348 2.036). Employee engagement has a positive and significant effect on employee performance with t count and t table greater than t table ($5.922 > 2.036$).

Keywords: Leadership Style, Employee Engagement, Employee Performance

INTRODUCTION

Companies, businesses, or organizations, both private and government, have goals to be achieved in the short and long term (Amalou, 2024). To achieve these goals, efficient planning and management of human resources are needed to increase the productivity and performance of the company, especially in facing competition and maintaining the sustainability of the company (Sunatar, 2022).

Human resources are an important factor in an organization, business, or company. According to (Aliefiani Mulya Putri et al., 2022), Human Resources (HR) is a very important factor that cannot be separated from an organization or company. HR is considered the key to ensuring the development of the company. HR is in the form of humans employed in an organization as movers, thinkers, and planners to achieve organizational goals. Employee development is not a mere resource but takes the form of capital or assets for culture and organization (Manggasa & Tanuwijaya, 2023).

According to Marhawati (Wijaya & Puspita, 2024), employee performance is the quality of employee work results in carrying out their work during a certain time, through a work process that is by company standards. Meanwhile, Adhari (2020 p 77) in (Suharjo et al., 2024) says that employee performance is the result produced by certain job functions or activities in certain jobs during a certain period, which shows the quality and quantity of the work. Employee performance has an important role in determining the success of an organization to achieve predetermined goals.

Performance issues are closely related to the achievement of company goals because labor is one of the main factors for companies in achieving predetermined goals. PT Bank Maybank Indonesia Tbk (“Maybank Indonesia” or “Bank”) is one of the leading private banks in Indonesia which is also part of the Malayan Banking Berhad (Maybank) Group, one of the largest financial services groups in ASEAN. Maybank Indonesia was originally established under the name Bank Internasional Indonesia (BII). Maybank's role is to provide financial services that are easily accessible and understand customer needs. Maybank is also committed to being a trusted financial partner and serving the community with respect, honesty, fairness, and upholding dignity and integrity. Every year, Maybank Indonesia conducts training for female employees to improve their skills and performance.

REVIEW OF LITERATURE

Employee Performance

Performance is very necessary for companies to achieve the desired goals with quality human resources. According to Cashmere (Wijaya, Eka & Fauji, 2021) performance is the result of work and actions achieved by fulfilling the duties and responsibilities given within a certain period, while according to Afandi (2021 p 83-84), performance is the willingness of a person or group of people to carry out or improve activities by their responsibilities with the expected results.

Performance comes from the notion of performance. Some perform as a result of work or work performance. According to Mangkunegara p. 67 in (Rijanto, 2023) says that performance is the quality and quantity of work achieved by an employee in carrying out his duties by the responsibilities given. Performance is a work output as a result of the work achieved by an employee both in quality and quantity in carrying out his duties by the responsibilities given. Attention to human resources is very important to obtain employee performance as expected to achieve the vision mission and goals of the organization. Performance appraisal is an activity needed to provide feedback, encourage performance improvement, make valid decisions, provide reasons for dismissal, identify training and development needs, and maintain employment decisions.

Leadership Style

Leadership is the backbone of organizational development because without good leadership it will be difficult to achieve organizational goals. If a leader is trying to influence the behavior of others, then that person needs to think about his leadership style. Leadership style is a way that leaders interact with their subordinates. A leader influences the behavior of subordinates so that they want to cooperate and work productively to achieve organizational goals. According to Nikmat (2022 p. 42) in (Robiansyah et al., 2024) says that leadership style is a pattern of a leader's behavior in influencing his followers, the understanding of leadership style is dynamic, leadership style can change depending on the followers and the situation.

According (Hanifa & Gani, 2024) leadership styles can develop and change according to the times and social perspectives. The shift in the meaning of leadership style not only

includes the ability to influence members but also requires communication skills, integrity, clear vision, courage to take risks, and be ability to make the right decisions. It also requires the ability to motivate and inspire proactive members to pursue various actions to achieve success according to what the company expects.

Employee Engagement

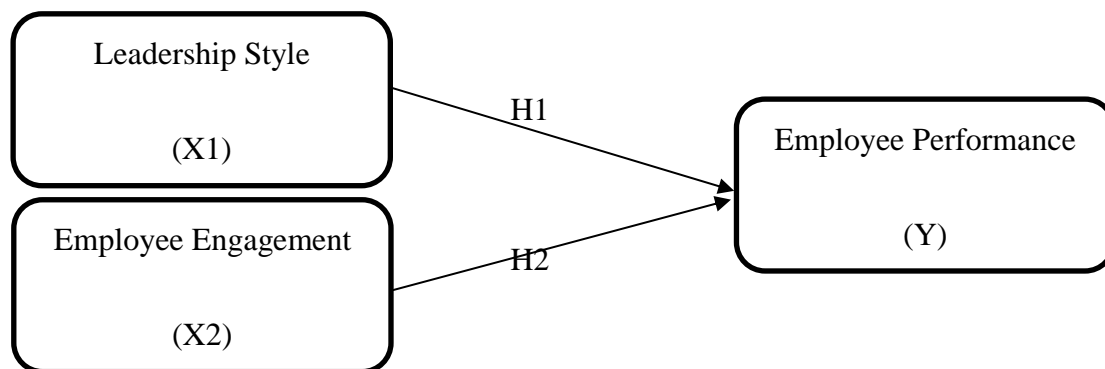
Commitment to job success is often referred to as employee engagement. Employee engagement is a relatively new term in human resources science, where the word is often used by consulting agencies specializing in human resources.

Employee engagement is a major factor that plays a role in productivity performance and company survival. Employee engagement in a company is an important element as the most effective business driver to support the company's success. Employees who have employee engagement will have a sense of responsibility, do not give up easily, are confident at work, and have a sense of work enthusiasm to carry out job duties. This is shown in the tenure of employees who have positive behavior towards the company. Employees who are involved in the work process will tend to be committed to their organization and encourage the achievement of competitive advantage and higher productivity and the rate of employee turnover will decrease (Febriansyah & Henndy Ginting, 2020) in (Ghozali & Ekhsan, 2023).

Framework of Thinking

Based on the theory and previous research that has been described, the research framework of this study consists of 2 independent variables, namely: leadership style and employee engagement. Two independent variables affect employee performance. Uma Sekaran (Solehudin, 2023) p 167 said that the framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important problems. The framework of thinking explains the pattern of relationships between the variables to be studied, namely the relationship between the independent (X) and dependent (Y) variables. So the framework of thinking is a flow that is used as a pattern of thinking by researchers in researching an object that can resolve the direction of problem formulation and research objectives.

Figure 1
Framework of Thinking



Description:

X1: Leadership Style Variable (Independent Variable)

X2: Employee Engagement Variable (Independent Variable)

Y: Employee Performance Variable (Independent Variable)

Hypothesis

According to Sugiyono, (Astuti et al., 2023) p 74, a hypothesis is a temporary answer to the formulation of a research problem. Where the formulation of the research problem has been stated in the form of a question. It is said to be temporary because what is given is only based on theory. The hypothesis is formulated based on a framework of thought which is a temporary answer to the problem formulated.

Based on the hypothesis that can be put forward in this study, namely:

H1: There is an influence of Leadership Style on employee performance at PT. Maybank Deltamas Branch

H2: There is an influence of Employee Engagement on employee performance at PT. Maybank Deltamas Branch

RESEARCH METHOD

Research Model

The research method is a scientific way to get data with specific purposes and uses. The type of research used in this study is quantitative research methods. In this case, the data is obtained from collecting the results of the questionnaire. The sampling technique used is a non-probability sample that uses a saturated sample technique approach. According to

(Septiani et al., 2020) non-probability sampling is a sampling technique where each member of the population does not have the same opportunity or opportunity as a sample. Samples were taken based on questionnaires filled out by respondents who were employees of PT Maybank. The data analysis technique uses SPSS (Statistical Package for the Social Sciences) to analyze statistical data. SPSS is a very flexible and useful tool in various research and data analysis contexts. With its ability to handle various types of statistical analysis and ease of data visualization, SPSS is the first choice for researchers in many disciplines.

Population

Population according to Sugiyono 2022 (Mooduto et al., 2022) started that population is a generalization area consisting of objects/subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions so that the population is not only people but also objects or other natural objects. The population in this study were all Maybank employees whom I took from 3 branches, namely Deltamas, Fatmawati, and Grand Wijaya.

Sample

The sample is part of a research population that is used to answer the results of a study. Samples can be interpreted as part of the number and characteristics possessed by a population. According to Sumanto (Mooduto et al., 2022) the sample is several individuals (research objects) who are representatives of the population. The sampling technique used in this study is non-probability sampling, namely purposive sampling. With a simple random sample probability sampling technique, each population must have the same opportunity to be sampled.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1.
Respondent Profile

Characteristics	Frequency	Presentation
Age		
21 – 30 tahun	29	82,9%
31 – 40 tahun	4	11,4%
41 – 50 tahun	2	5,7
Total	35	100%
Gender		
Male	9	25,7%
Female	26	74,3%
Total	35	100%
Education level		
D3	7	20%
S1	23	65,7%
S2	4	11,4%
S3	1	2,9%
Total	35	100%
Length of service		
1 – 5 tahun	29	82,9%
6 – 10 tahun	5	14,3%
11 – 15 tahun	0	0
>16 tahun	1	2,9%
Total	35	100%

Source: Data processed by researchers 2024

Based on Table 1 above, it can be seen that in terms of age, the majority of respondents are between 21 to 30 years old, as many as 29 respondents (82.9%). Then gender, the majority of respondents are female, as many as 26 respondents (74.3%), and the rest are male, as many as 9 respondents (25.7%). Furthermore, based on the average education level, the majority of respondents are S1, namely 23 respondents (65.7%). Finally, based on the length of work of the majority of respondents with 1-5 years, namely 29 respondents (82.9%), while 6-10 years, namely 5 respondents (14.3%).

Data Instrument Test

The data instrument test includes validity and reliability tests which are carried out to determine whether the instruments used in this study are valid and reliable. The following are the results of the validity test and reliability test:

Validity Test

Used to determine whether a questionnaire is valid or not. A model is said to be valid if the significant value is below 0.05 or 5%. The test criteria are if $r_{count} > r_{table}$ then the statement instrument correlates significantly to the total score (valid). The amount of data (n) = 35, and obtained $df = 35-3$, then obtained r_{table} of 0.3246.

Table 2
Employee Performance Instrument Validity Test

Question Item	Calculated r value	R table value	Description
Instrument 1	0,858	0,3246	Valid
Instrument 2	0,897	0,3246	Valid
Instrument 3	0,828	0,3246	Valid
Instrument 4	0,858	0,3246	Valid
Instrument 5	0,919	0,3246	Valid

Source: SPSS 27 data processing results

Looking at the results of Table 2, by comparing the r_{count} with a table of 0.3246, the results obtained indicate that all questions regarding employee performance can be considered valid, by the expected measurement objectives. This is because the count value for each item is greater than the r_{table} .

Table 3
Leadership Style Instrument Validity Test

Question Item	Calculated r value	R table value	Description
Instrument 1	0,702	0,3246	Valid
Instrument 2	0,658	0,3246	Valid
Instrument 3	0,610	0,3246	Valid
Instrument 4	0,786	0,3246	Valid
Instrument 5	0,742	0,3246	Valid
Instrument 6	0,860	0,3246	Valid
Instrument 7	0,847	0,3246	Valid

Source: SPSS 27 data processing results

Looking at the results of Table 3, by comparing the r count with the r table of 0.3246, the results obtained indicate that all questions regarding leadership style can be considered valid, by the expected measurement objectives. This is because the count value for each item is greater than the r table.

Table 4
Employee Engagement Instrument Validity Test

Question Item	Calculated r value	R table value	Description
Instrument 1	0,856	0,3246	Valid
Instrument 2	0,829	0,3246	Valid
Instrument 3	0,821	0,3246	Valid
Instrument 4	0,785	0,3246	Valid
Instrument 5	0,808	0,3246	Valid
Instrument 6	0,854	0,3246	Valid
Instrument 7	0,747	0,3246	Valid
Instrument 8	0,821	0,3246	Valid
Instrumen 9	0,788	0,3246	Valid
Instrumen 10	0,731	0,3246	Valid
Instrumen 11	0,798	0,3246	Valid
Instrumen 12	0,862	0,3246	Valid

Source: SPSS 27 data processing results

Looking at the results of Table 4, by comparing the r count with the r table of 0.3246, the results obtained show that all questions regarding employee engagement can be considered valid, by the expected measurement objectives. This is because the r count value for each item is greater than the r table.

Reliability Test

In this study, an instrument is declared reliable if its Cronbach Alpha value is above 0.600. If the Cronbach Alpha value of an instrument is below this value, the instrument is declared unreliable.

In this test, the number of independent variable instruments to be tested is 7 instruments for Leadership Style, 12 instruments for Employee Engagement, and 5 instruments for Employee Performance which have been declared valid in the previously conducted validity test. The results of the reliability test for each indicator of this research variable can be seen in the following table:

Table 5
Reliability Test Results

Variable	Cronbach's Alpha	Limitations	Description
Leadership Style	0,862	0,600	Reliable
Employee Engagement	0,949	0,600	Reliable
Employee Performance	0,920	0,600	Reliable

Source: SPSS 27 data processing results

Based on the results of Table 5, shows that each variable, both independent and dependent, is declared reliable because it has a Cronbach's Alpha value above 0.600. This shows that the results obtained are acceptable and have good quality values. In other words, the results of data testing on these variables are accurate.

Classical Assumption Test

Normality Test

The normality test is to see whether the residual value is normally distributed or not. A good regression model is to have a normally distributed residual value. So the normality test is not carried out on each variable but on the residual value. The test is carried out using a normal probability plot curve, provided that if the points on the graph spread and are squeezed around the diagonal line, the data used is normally distributed.

The following are the results of the normality test tested:

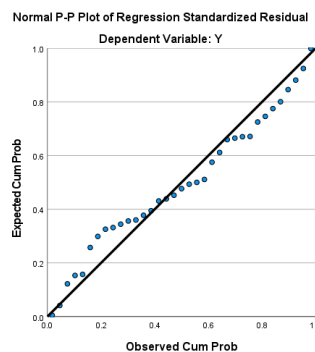


Figure 2

Normality Test Results

Source: SPSS Data Processing Results

Based on Figure 2, shows that the points on the P-P Plot graph spread around the diagonal and the distribution of data on the histogram graph is close to the normal line. So it can be concluded that the data in this study has a normally distributed regression model.

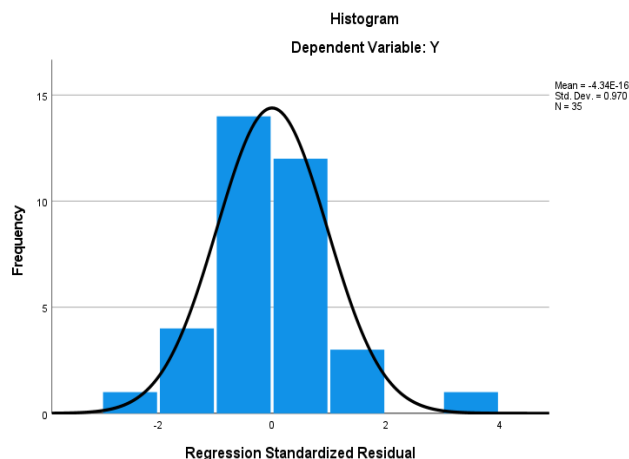


Figure 3
Normality Test Results
Histogram Graph

Source: SPSS Data Processing Results

Based on Figure 3 above, it can be seen from the normal probability that the data or points spread around the diagonal line, as well as the histogram graph, the normal curve line is obtained, meaning that the data studied is above normal.

Heteroscedasticity Test

This test is used to determine whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of inequality in the variance of the residuals for all observations in the regression model. In this study, the heteroscedasticity test was carried out by looking at the plot graph between the predicted value of the dependent variable ZPRED and the residual SRESID.

Detect heteroscedasticity, can be done by looking at the presence or absence of certain patterns in the scatterplot graph between SRESID and ZPRED where the X and Y axes have been predicted and the Y axis is the residual (Y prediction - Y actual) which has been student sized. The results of the heteroscedasticity test in this study can be seen in the following figure:

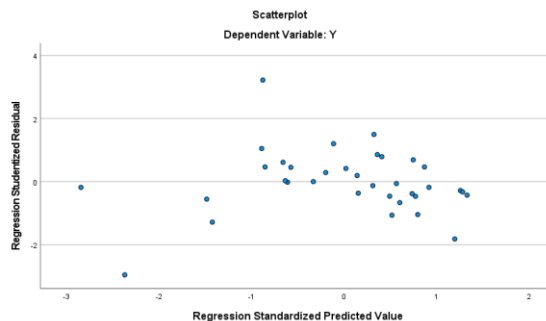


Figure 3

Heteroscedasticity Test Results

Source: SPSS Data Processing Results

Based on Figure 3 of the heteroscedasticity test results using a scatterplot, it can be seen that there is no clear pattern, and the points spread above and below the number 0 on the Y axis, it can be concluded that there is no heteroscedasticity in the regression model.

Multicollinearity Test

The multicollinearity test is a test to see if there is a linear relationship between independent variables in the regression model. The test method that can be used is by checking the results of the Variance Inflation Factor (VIP) and Tolerance. If the Tolerance > 0,10 and VIF < 10, then the regression model does not have a multicollinearity problem.

Table 6

Multicollinearity Test Results

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta	t		Tolerance	VIF
1 (Constant)	1.746	1.892		.923	.363		
X1	-.042	.121	-.055	-.348	.730	.280	3.574
X2	.421	.071	.929	5.922	.000	.280	3.574

a. Dependent Variable: Y (Employee Performance)

Source: SPSS Data Processing Results

Based on table 6 above, shows that the VIF (Variance Inflation Factor) value is 3,574 < 10, and the Tolerance value is 0,280 > 0,10 in all variables used in the study. This shows that there is no perfect perfect linear relationship between the independent variables. So the

regression model in this study did not find multicollinearity problems and met the requirements of a good regression model.

Data Analysis Method

Multiple Linear Regression Analysis

This analysis was conducted to determine the effect of an Employee Performance variable associated with the Leadership Style variable and the Employee Engagement variable.

Table 7
Multiple Linear Regression Test Results
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.746	1.892			.923	.363
Leadership Style	-.042	.121	-.055		-.348	.730
Employee Engagement	.421	.071	.929		5.922	.000

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results

Based on the results of the SPSS calculations above, the multiple linear regression equation can be arranged as follows:

$$Y = 1,746 + -0,042 X_1 + 0,421 X_2$$

- 1) a = constant of 1,746 means that if the value of variables X1 and X2 (leadership style employee engagement) is 0 (zero), then the magnitude of the employee performance variable is 1,746
- 2) B₁ = regression coefficient of -0,042 is the value derived from the leadership style variable which has a negative regression direction, where every 1 (one) point decrease in the leadership style value, the value of the employee performance variable will decrease.
- 3) B₂ = regression coefficient of 0,421 is a value derived from the employee engagement variable which has a positive regression direction, where every 1 (one) point increase in the employee engagement variable is 0,421 points.

Determination Coefficient Test

Table 8
Determination Coefficient Test Results
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.883 ^a	.780	.766	1.900

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: SPSS Data Processing Results

Based on the results of Table 4.11 above, it can be seen that the magnitude of the influence of leadership style and employee engagement on employee performance is 0,780 or 78,0% so that 0,22% (100% - 78%) is determined by other variables.

Partial Significance Test (t-test)

The t-test is used to determine the amount of influence of each independent variable, besides that the partial test (t-test) is carried out to know how much influence the independent variable has on the dependent variable. The t-test is used to test the independent variable individually whether it has a dominant effect with a significant level of 5%. Here are the steps for doing the t-test.

Table 9
Results of the t-test
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.746	1.892		.923	.363
	Leadership Style	-.042	.121	-.055	-.348	.730
	Employee Engagement	.421	.071	.929	5.922	.000

a. Dependent Variable: Employee Performance

Source: SPSS Data Processing Results

It can be seen from Table 9 that the t-test results above are as follows:

Calculation of t table df = n-k-1 = 35 - 2 - 1 = 35 (2,036)

a. The Effect of Leadership Style on Employee Performance

Based on the results of the t-test where the value of t count $<$ t table ($-348 < 2,036$) and a significant value of $0,730 > 0,05$ or 5% H_0 is accepted and H_a is rejected, meaning that Leadership Style has a negative and insignificant effect on Employee Performance of PT Maybank Deltamas Branch.

b. The Effect of Employee Engagement on Employee Performance

Based on the results of the t-test where the value of r count $>$ t table ($5,922 > 2,036$) and a significant value of $0,000 < 0,05$ or 5% H_0 is rejected and H_a is accepted, meaning that Employee Engagement has a positive and significant effect on Employee Performance of PT Maybank Deltamas Branch.

Hypothesis 1: Effect of Leadership Style on Employee Performance

From the results of the data analysis above, it can be concluded that the Leadership Style variable has a negative and significant effect on the Performance of Employees of PT Maybank Deltamas Branch because the t-calculated value is smaller than the t table with a value of $-348 < 2,036$. In addition, it is known that the sig value is greater than 0,05 or $0,730 > 0,05$ so H_0 is accepted and H_a is rejected, meaning that Leadership Style has a negative and significant effect on Employee Performance of PT Maybank Deltamas Branch.

The results of this study are relevant to research conducted by Astria Khairizah, Irwan Noor, and Agung Suprpto (2015) entitled The Effect of Leadership Style on Employee Performance (Study on Employees at the Brawijaya University Library Malang), where the results showed that leadership style had a negative and insignificant effect on employee performance. Meanwhile, the results of research conducted by Lalu Jagat Firman Hadinata, Surati, Lalu Suparman (2019) entitled The Effect of Transformational Leadership Style and Organizational Climate on Employee Engagement and its Impact on Organizational Citizenship Behavior (Study of the Regional Secretariat of NTB Province), where the results showed that leadership style had a positive and significant effect on employee performance.

Hypothesis 2: Effect of Employee Engagement on Employee Performance

From the results of the data analysis above, it can be concluded that the effect value of the Employee Engagement variable has a positive and significant effect on the Employee Performance of PT Maybank Deltamas Branch because the t calculated value is greater than the t table with a value of $5,922 > 2.036$. In addition, it is known that the sig. Value is smaller

than 0,05 or $0,00 < 0,05$ so H_0 is rejected and H_a is accepted, meaning that Employee Engagement has a positive and significant effect on Employee Performance of PT Maybank Deltamas Branch.

The results of this study are relevant to research conducted by Setiawan (2017) entitled The Effect of Employee Engagement on Employee Performance at PT Tirta Rejeki Dewata, where the results showed that employee engagement has a positive and significant effect on employee performance. Meanwhile, the results of research conducted by Riska WulanSari, Trias Setyowati, and Ira Puspitadewi (2022) entitled The Effect of Transformational Leadership Style, Work Discipline and Employee Engagement on Employee Performance at the Summersari Jember District Office, where the results showed that employee engagement had a negative and insignificant effect on employee performance,

CONCLUSION

Based on the research that has been conducted, conclusions can be drawn regarding the Effect of Leadership Style and Employee Engagement on Employee Performance of PT Maybank Deltamas Branch. The results indicate that the Leadership Style variable has a negative and insignificant effect on employee performance at PT Maybank Deltamas Branch, which means that although leadership style has the potential to improve performance, other factors are likely to have a greater role in influencing employee work results. In contrast, employee engagement was shown to have a positive and significant influence on their performance. The greater the opportunities provided by the company for motivation and career development, the higher the performance shown by employees.

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