Conference Paper

Influence of Leadership Style, Work Culture, and Job Satisfaction on Employee Engagement

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Abstract

Employee engagement is important in an organization. In order to realize employee engagement, various experts and literature explain that there is an influence of leadership style, work culture, and job satisfaction. Therefore, this study aims to analyze the influence of leadership style, work culture, and job satisfaction on employee engagement. Taking the object of research at the Ministry of Defense of the Republic of Indonesia, this study uses a quantitative approach in which research data is collected through surveys. Data were analyzed descriptively and inferentially. The results showed that leadership style, work culture, and job satisfaction had a significant influence on employee engagement at the Ministry of Defense of the Republic of Indonesia. All path coefficients are significant at $\alpha = 0.05$, because all values are greater than t table. Path coefficient value X_1 (leadership style) to Y (employee engagement) of $p_{y1} = 0.195$, X_2 (work culture) to Y (employee engagement) of $p_{y2} = 0.198$, and X_3 (job satisfaction) to Y (employee engagement) of $p_{y3} = 0.535$. Employees at the Ministry of Defense have an enthusiastic, dedicated, and caring attitude.

Keywords: leadership style, work culture, job satisfaction, employee engagement

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1. Introduction

In fact, according to Friedman, human resource management is considered a field of management that is able to bring strategic contributions to organizations [1]. Human resource management is closely related to the use of human resource assets to achieve organizational goals and the continuity and success of the organization [2]. Organizations will benefit from adopting 'best practices' in how they manage human resources [3]. In fact, to maximize the utility of human resources, it is often necessary for an organization to utilize the 'best practices' of human resource management. Therefore, according to Becker and Gerhart in Ribeiro and Semedo, effective human resource management can create competitive advantages, unique values and are not easily imitated by other organizations [4].

The Ministry of Defense's in Indonesia attention has not yet reached the level of employee engagement, although there is attention to HR development. Measurements that have been made by the Ministry of Defense refer to the demands of the Bureaucratic Reform announced by the Government by measuring the level of employee turnover and job satisfaction. Information about measurements taken by the Ministry of Defense is only limited to meeting the demands of usually business, not in-depth information related to various specific aspects of its employees.

Lockwood explained that engaged employees are important and valuable organizational assets [5]. In addition, Sandy and Suharnomo explained that employees who have a high level of engagement will increase retention, strengthen loyalty and improve organizational performance. To increase retention, loyalty, and performance, organizations must strive to maintain the best employees, especially employees who feel attached to the organization [6]. Employee engagement is also the key to organizational success and profitability [7].

In discussing employee engagement, an explanation of the factors that influence it is important. Of the many factors that influence employee engagement, this study filters out various opinions so as to limit and only focus on leadership, work culture, and job satisfaction factors. The link between employee engagement and leadership can be explained by Robinson et al, who emphasizes the importance of leaders and management in an organization [8]. That way, leadership in the organization becomes important so that someone is willing to survive in an organization [9]. Metzler also suggested a positive correlation of transformational leadership on the dimensions of work engagement (vigor, dedication, and absorption). With reference to research May, et al., Metzler concluded that there was a significant correlation between leadership and engagement [10]. Then, the relationship between employee engagement with work culture refers to Lockwood and Schaufeli and Bakker who explained that one of the factors that influence employee engagement is organizational culture [11]. As for the relationship between employee engagement with job satisfaction, Rachmawati stated that if an organization has employees who feel a high level of engagement will make employees feel at home to work in that place as well their satisfaction will increase [12]. High job satisfaction results in a low turnover rate [13]. According to Robbins there is evidence to show that job satisfaction and turnover intention from the company have a strong relationship with turnover behavior [14].

Organizationally, the Ministry of Defense is unique as a civilian government organization, which carries out the main tasks of the defense sector. In accordance with the characteristics of the main tasks they carry, the Ministry of Defense is manned

by employees with active military backgrounds, even in many strategic positions, both at echelon 3 and 2 levels, especially in echelon 1. This condition certainly affects the pattern of leadership, work culture, and job satisfaction at the Ministry of Defense. This is an added attraction of research, because previous studies and studies tend to get the same status conditions between leaders and subordinates, which are both civil status. While this research will actually face different conditions between leaders and subordinates. The leader, who will be assessed his leadership style, has the possibility of a military or civil background, while the subordinates who will judge are civilians. In this way, the research problem becomes even more interesting, because civilian subordinates can be assumed to be engaged due to the personal image of the leader with a military background. The characteristics of military leaders, who are often described as disciplined, assertive, and loyal, are also assumed to be able to contribute to the formation of a civilian subordinate work culture. As such, as an inseparable part of national development, the role of the Ministry of Defense in determining retention and employee engagement strategies is a fairly central thought in dealing with brain drain and global competition.

Based on the explanation above, this study aims to analyze the influence of leadership style, work culture, and job satisfaction on employee engagement.

2. Methods

This study uses a quantitative approach to the type of ex post facto research. The characteristic of this type of research is that it does not provide special treatment or manipulate specific changes to the object of research. Data was collected using the field survey method to work units in the Ministry of Defense of the Republic of Indonesia.

Analysis of the influence of research variables is done by path analysis techniques. The variables in this study consisted of endogenous variables, namely: employee engagement and exogenous variables namely: leadership style, work culture, and job satisfaction. The data analysis technique was done descriptively and inferentially. All hypothesis testing uses a level of confidence $\alpha = 0.05$. Hypothesis testing is done to determine the direct and indirect effects between variables. The proposed hypothesis will be concluded through the calculation of the path coefficient and significance for each path studied.

3. Results

The causal relationship between variables in sub-structural 1 consists of one endogenous variable, Y and three exogenous variables, namely variables X_1, X_2, and X_3. Based on the composition of the causal relationship, then the equation can be arranged: $Y = p_{y1}X_1 + p_{y2}X_2 + p_{y3}X_3 + \varepsilon_3$. The results of data processing using SPSS computer program software are presented in Table 1 below.

TABLE 1: The model coefficients influence the leadership style, work culture, and job satisfaction on employee engagement.

Model		Coefficients^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant) Gaya Kepemimpinan (X1)	38.346 .159	8.580 .072	.195	4.469 2.221	.000 .030
	Budaya Kerja (X2)	.135	.060	.198	2.235	.029
	Kepuasan Kerja (X3)	.432	.077	.535	5.591	.000

a. Dependent Variable: Employee Engagement (Y)

Based on the results of the path analysis as outlined in table 1, each value is obtained:

p_{y1} = Beta = 0.195 [t = 2,221 and probability (sig) = 0.030]

p_{y2} = Beta = 0.198 [t = 2.235 and probability (sig) = 0.029]

p_{y3} = Beta = 0.535 [t = 5,591 and probability (sig) = 0,000]

The results of the analysis show that all path coefficients are significant at α = 0.05, because all t-values are greater than t-table. The path coefficient value X_1 to Y is p_{y1} = 0.195, X_2 to Y is p_{y2} = 0.198, and X_3 to Y is p_{y3} = 0.535. Because the path coefficient is significant, the sub-structural relationship model (X_1, X_2, and X3 to Y as described in Figure 1 does not need to be improved by the trimming method. Thus, the structural equation can be arranged: $Y = 0{,}195X_1 + 0{,}198X_2 + 0{,}535X_3 + 0.364$, and the path diagram is schemed in Figure 1 below.

4. Discussion

4.1. Influence of Leadership Style on Employee Engagement

Based on empirical evidence, the findings of this study indicate that leadership style is one of the most important variables and influences employee engagement. This is in line with McBain's statement that one of the factors that influence employee engagement

Figure 1: The results of data processing influence the leadership style, work culture, and job satisfaction on employee engagement.

is leadership [15], because leadership according to Northouse is a process where individuals influence a group of individuals to achieve common goals [16]. As stated by Robbins and Judge, leadership includes influence and attention to a common goal [17]. By applying the right leadership style, the organization will be able to direct and foster a sense of engagement for all its employees.

This is in line with the opinion of Stoner, Freeman, and Gilbert, explaining that leadership is the process of directing and influencing the task related activities of group members [18]. The emphasis of this influence is in line with Robbins and Judge's opinion above, and Bass's opinion [19]. Bass even describes more sharply related to this influence, and divides it into four aspects, they are: idealized influence, influence in the form of inspirational

motivation, influence in the form of intellectual stimulation, and influence in the form of individual consideration.

The conditions at the research site indicate that the leadership style adopted by the Work Unit Leaders / Work Units affects the comfort of employees to work and encourages them to stay afloat in the organization. Work Unit Leaders / Work Units which are generally active militaries have been able to inspire confidence in the future and show tangible responsibilities to their employees, so that they can be declared capable of implementing effective leadership that can direct all organizational resources to achieve their goals. Referring to Bass's opinion, the Head of Work Unit / Work Unit has been able to give a positive influence, so that employees feel engaged.

Based on the calculation of the path coefficient the influence of leadership style on employee engagement in this study, obtained the path coefficient of 0.195 and t-count = 2.221. At the level of confidence α = 0.05 obtained t-table = 1.667. Because t-count = 2,221 > t-table = 1,667, it can be concluded that the path coefficient is significant, and the leadership style has a positive effect on employee engagement. This means, there

is harmony between empirical findings and theoretical stating that leadership style has a positive effect on employee engagement.

The results of this study support the theories conveyed by McBain, Northouse, Robbins and Judge, as well as Bass as described above. The results of this study also support Clifton's research, which explains that one of the factors driving the emergence of employee engagement is the strong relationship between leaders and employees [20]. In this context, the relationship that is built requires a long time, high commitment from the leader, leadership skills, and influence. Influence can arise because of the exemplary; the track record of the leader, and the relationship that is built between the leader and subordinates in the previous workplace as experience also contributes to the building of the relationship.

The research findings of the positive influence of leadership style on employee engagement, are also in line with the findings of Towers Perrins's research which states that to be able to achieve high levels of employee engagement, an organization must have effective leadership that is able to close the distance between leaders and employees [21]. The effective leadership that can foster employee engagement, in line with the opinion of the Kenexa Research Institute, is a leader who fulfills four basic principles, namely leaders who are able to inspire confidence in the future, management who are able to value their employees, pleasant work, and top management that clearly shows responsibility to employees [22].

The results of this study also reinforce the findings from Osborne and Hammoud's research study entitled: "Effective Employee Engagement in the Workplace", which explains that leadership significantly affects employee engagement and being able to balance moral perspectives with interpersonal relationships can create healthy supervisor-subordinate relationships [23]. And research from Sanneh and A. Taj entitled: "Employee engagement in the public sector: a case study of Western Africa", which states that employee engagement is a by-product of leadership, employee engagement will increase when leaders have a relationship directly with employees [24].

Based on the description above and empirical evidence carried out in this study, it was found that the leadership style had a positive effect on employee engagement.

4.2. Influence of Work Culture on Employee Engagement

Based on empirical evidence, this study shows that work culture is one of the variables that positively influences employee engagement. Work culture is a system of meaning related to work, work and work interactions that is mutually agreed upon and used

in daily work life in the work environment. This is consistent with Robbins's opinion in Khuzaeni, et al. [25]

According to Federman, engaged employees will have a character that is always focused when completing their work and in subsequent work assignments, is aware of part of a larger team, is able to organize work, and has adult behavior at work [26]. Meanwhile, according to Thomas, engaged employees will always try to provide excellent work results, commitment to the goals, use their intelligence abilities to make the best choices, and be able to ensure that what they are doing is right and in accordance with the objectives to be achieved and will

make decisions to correct if necessary [27]. A simpler characteristic is explained by Hewitt, who states that engaged employees will exhibit three general behaviors, they are: say, stay, and strive [28]. Say shows the characteristics that always express positive things about the organization both inside and outside, stay shows the characteristics to prefer the organization now than the opportunity to work elsewhere, and strive shows the characteristics of giving time, energy, and initiative to contribute more to the organization.

The characteristics of these engaged employees, according to Federman, Thomas, and Hewitt as described above are inherent into a habit or habit that is entrenched in the work environment, which according to Robbins as values, attitudes, behavior, intentions and results of the work.

This condition is in line with the place of research that shows that habit as an entrenched system of meaning in the work environment influences employees' attachment to the organization. Understanding, attitude toward work, working time, work tools, and work environment, work ethic, and work behavior that are combined with leadership model and policies become the work culture of employees that contribute to employee comfort in working. Referring to the opinion of Federman, Thomas, and Hewitt, habits or habits that have been entrenched in the workplace, has encouraged the emergence of certain characteristics as employees who feel engaged.

Based on the calculation of the path coefficient the influence of work culture on employee engagement in this study, obtained the path coefficient of 0.198 and t-count =

2.235. At the level of confidence α = 0.05 obtained t-table = 1.667. Because t-count = 2.235> t-table = 1.667, it can be concluded that the path coefficient is significant, and work culture has a positive effect on employee engagement. This means, there is harmony between empirical findings and theoretical states that work culture has a positive effect on employee engagement.

The results of this study support the theory conveyed by Robbins, Thomas, and Hewitt as described above. The results of this study also support research from Federman, Schaufeli and Bakker, Mujiasih, and Siddhanta and Roy.

According to Federman, there are nine factors that influence employee engagement, namely: organizational culture, opportunities for success, understanding priorities, communication, innovation, mastering talent, increasing talent, incentives and recognition, violations [29]. Meanwhile, according to the research of Schaufeli and Bakker, one of the characteristics of engagement is the behavior shown by the willingness to work hard and the desire to stay in the organization [30]. The behavior referred to in Schaufeli and Bakker's research can be interpreted as employee behavior at work commensurate with work culture.

Mujiasi research results explain that employees will be engaged if they get organizational support [31]. This form of organizational support includes the availability of a work environment that is able to provide distributive and procedural justice, a work environment that involves employees in decision-making, and organizations that pay attention to the balance of work life and family of employees. While the results of research from Siddhanta and Roy stated that one of the determinants of implementing employee engagement programs is corporate culture [32].

Thus, based on the description above and empirical evidence carried out in this study, it was found that work culture has a positive effect on employee engagement.

4.3. Influence of Job Satisfaction on Employee Engagement

Based on empirical evidence, this study shows that job satisfaction has a positive effect on employee engagement. Luthans states that there are three dimensions of job satisfaction: the dimension of emotional conditions in response to work situations, so that it cannot be seen but can be felt and reflected in attitudes, the dimensions of results or rewards that are compared between expectations and gains received, and attitudes dimensions loyal, dedication, obedience, and other positive attitudes [33]. While Nelson and Quick stated the dimensions of job satisfaction consisted of: salary, work itself, promotion opportunities, supervision and work colleagues.

Employees who are happy with their work and work environment and fulfilled various life needs, both physical and psychological in harmony with the reference to job satisfaction theory according to Sharma and Chandra above, will certainly have loyalty, are dedicated to their work, and show other positive attitudes such as explained by Luthans. Employees with these characteristics will feel comfortable at work.

Penna in Ahlowalia, et.al., has developed a model from the results of his research entitled: "Meaning at Work Research", which he called "Hierarchy of Engagement" by adopting "Maslow Need Hierarchy Models" [34]. At the lower level, Penna stated that the basic need for employees to feel engaged is pay and benefits. Employees will feel satisfied, if the basic needs related to pay and benefits are met, then they will pay attention to opportunities for personal development, promotion opportunities and leadership styles that are able to appreciate and be trusted. That way, referring to this Penna model, an employee will feel engaged, if at least fulfilled pay and benefits, there are opportunities for personal development, promotion opportunities and leaders who can appreciate the results of their work.

This condition is in line with the research location which shows that engaged employees are influenced by several factors, such as: satisfaction with their work, salary or reward, satisfaction with working conditions and atmosphere, appreciation of work results so that there are opportunities for promotion, satisfaction with coworkers, and satisfaction with leadership. Referring to the dimensions of job satisfaction according to Luthans and Nelson and Quick, the theory of job satisfaction according to Sharma and Chandra, and the "Hierarchy of Engagement" model from Penna, shows the close relationship between employee job satisfaction with being engaged in the organization.

Based on the calculation of the path coefficient the effect of job satisfaction on employee engagement in this study, the path coefficient results obtained by 0.535 and t-count = 5.591. At the level of confidence α = 0.05 obtained ttable = 1.667. Because t-count = 5,591> t-table

= 1,667, it can be concluded that the path coefficient is significant, and job satisfaction has a positive effect on employee engagement. This means, there is harmony between empirical findings and theoretical states that job satisfaction has a positive effect on employee engagement.

The results of this study support the theory presented by Wexley and Yulk, Rainey, Howell and Dipboye, as well as Greenberg et al, Vecchio, Gibson, Dole and Schroeder, Schultz, Luthans, Nelson and Quick, Sharma and Chandra, and Penna as described in on. The results of this study also support research from Scheimann, Rachmawati, Park and Gursoy, Lamidi and research from Batool.

Research from Scheimann provides the conclusion that employees who have a high attachment can influence the quality of employees in completing work, the quality of work tends to be satisfying, and the impact on low desire to leave work [35]. Research from Rachmawati explains that there is a causal relationship between job satisfaction and employee engagement, that is, if an organization has employees with a high sense

of engagement, it will make employees feel at home working at that place as well as their satisfaction will increase [36]. High job satisfaction results in a low turnover rate.

Then, research from Park and Gursoy explains that when employees are terengaged with work, it will affect the psychological character of employees, for example self-confidence and optimism, so that employees have satisfaction and result in low employee turnover intention [37]. The Lamidi study concludes that employee engagement can increase job satisfaction and reduce the tendency to change jobs [38]. While research from Batool provides conclusions that employee engagement is positively related to job satisfaction. The higher the level of employee engagement, the employee will have high job satisfaction [39].

Thus, based on the description above and empirical evidence carried out in this study, it was found that job satisfaction has a positive effect on employee engagement.

5. Conclusion

Employees at the Ministry of Defense have fairly high employee engagement. This is indicated by the existence of enthusiasm, dedication, and full of appreciation for employees in

the Ministry of Defense. The high level of employee engagement is influenced by leadership style, work culture, and job satisfaction within the Ministry of Defense.

The leadership style within the Ministry of Defense shows a transformational leadership style. Furthermore, work culture within the Ministry of Defense shows the mental attitude and behavior of leaders who support employee engagement. Then, job satisfaction within the Ministry of Defense also shows things that support its influence on employee engagement.

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