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The mediation of employee engagement to the relationship of leadership style and corporate performance

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Abstract. Objective of research to examine whether leader-member exchange (LMX), Change Oriented Leadership (COL), MBO, Talent Management (TM) have an effect on Corporate Performance (BSC) with Employee Engagement (EME) as a mediating variable. The model used in this research is a stepwise linear regression analysis used to examine about existence of mediating variable between variable in this context. This analysis was carried out in Two-Stage Least Square (2SLS). Research using two proposed models showed similar results that for LMX and TM each had a significant effect on BSC directly or through EME. COL and MBO have an insignificant effect, it is caused by employee disappointment with the company over the leadership style and implementation of MBO. Practitioners, in this case, workers, can continue to improve their performance, because basically, the results achieved are the result of the work hard of each party with a good performance. Engagement between employees and the organization is something that needs to be considered both physically and psychologically. In good conditions, employees will work optimally in carrying out their work with a good performance. In the current pandemic conditions, researchers assume to add measurements by including WFH elements as a new indicator of employee engagement.

Keywords. Leader-Member Exchange, Change Oriented Leadership, MBO, Talent Management, Balanced Scorecard, Employee Engagement

1. Introduction

Nowadays work from home, study from home, and worship at home is not a new one, but as daily live. This statement is the famous statement in current's society, especially in Indonesia, which is one of the countries affected by the spread of the coronavirus. The public is required to carry out activities at home, although in 2020 records, the government has imposed a new normal scheme on June 1, 2020. The goal is to restore the country's economic situation. In such conditions, policies are issued by all organizations to employ employees from home or known as work from home (WFH).

The last process of management accounting control is to assess performance. Corporate performance can be measured based on financial and non-financial performance. The

proximity of financial performance are liquidity, leverage, activity, and profitability. Meanwhile, non-financial performance measurement can be measured by efficiency, quality, and time [28]. Management performance was initially only measured by financial aspects. Usually, by comparing actual financial performance with budgeted financial performance [11]. A management performance measurement system that combines financial and also non-financial measurement which called a balanced scorecard [14]. Thus, performance always has important role in process for implementing management accounting. Following will explain several problems related to the company's performance and the end with some previous research.

Research on Balanced Scorecard as an implementation tool for employee engagement. The results show that organizations can use the balanced scorecard implementation process to build an attractive work environment. The balanced scorecard is widely used by organizations to ensure strategy implementation, bring strategic alignment of business goals and employee performance management. The research also discussed about employee engagement, since a good leader will engage the employee. The engagement has an emotional aspect and can ensure leaders and managers in organizations need to practice emotional intelligence, leadership, and commitment respectively [27].

Another study focused on servant leadership in Indonesia find out that servant leadership and policy governance influence performance. This research using instrument from Organizational Leadership Assessment, or called OLA and find out that servant leadership and policy governance influence performance. However, job satisfaction using Organizational Leadership Assessment or called OLA, it does not affect performance [3].

The study related to servant leadership that servant leadership is accepted type of leader and organizational context. Similar to past research that giving trust and promoting term, we see that idea of servant leadership gets deep and broad response. Leaders, researcher science and also writers who support about leadership idea is already done for a lot of specific reasons. Many people doing it because they are believing that is good ways to looking for leadership. That who holds many views which attracted to follow servant leadership because impact to morals and also ethics or essence in various religions and traditions [17].

Another research related to the influence of leader-member exchange, change-oriented leadership and also management by objective to performance using a balanced scorecard with employee engagement as a mediating variable and the results show that management by objective partially affects employee engagement, but the variable change-oriented leadership partially has positive and significant impact to employee engagement. However, leader-member exchange partially has negative and significant impact to employee engagement. Meanwhile, effect employee engagement partially affects to Balance Scorecard [25].

This study is different from previous studies, this study uses all the variables used in the previous study, those are leader-member exchange, change-oriented leadership, and management by the objective of measuring performance using a balanced scorecard with employee engagement as a mediating variable [25]. Then we add talent management, since it will usually influence performance. The first reason for using this variable is that employees are company assets, so apart from leaders who contribute to creating value for the company. All employees are strategically involved in determining the company's performance. Talent management can show employee behaviour when employees start to enter so that they can develop their competencies in the company. Second, this research was used by previous study to determine relationship talent management and employee engagement. The results show that the two are related. Thus, it is necessary to add talent management in this study [4].

2. Literature Review and Hypothesis Development

2.1 Literature review

P-O fit as theory of suitability between subject people and also organizations which happen when an organization prepare what people getting needs or have identic basic of characteristics. Central of premise show any different types from member is attracted with different organizations characteristics, and lies within broader discuss about people and environment getting fit, person and organization also fit if has a point of congruence importance about employees and also working in business processes and very importance for creating about organizational identity. it is limited to institutionalization getting values consistency which permeates the organizational culture [21].

The balanced scorecard consists two words, namely balanced means balanced, and scorecard means work scorecard or also called the achievement card of a person or an organization. In this case, the achievement card is stated in financial figures which are commonly referred to as financial performance and can also be used as raw material for making future work plans, this is because the data is historical. Furthermore, the work plan owned by the company will be compared with real work performance. The result is called deviation. [28].

The leader-member exchange or LMX is called dyadic leadership which popular theory. Unlike behavioral leadership theories that focus on those who do, such as transformational, authentic, servant, or empowerment theories of leadership, LMX theory predicts that leader impact to employees in groups (referred to members) through quality of relationships they developed [6].

Change management was raised in various organizational theories supported by recent research. The category comprises following set of behaviors: environment monitoring, innovative encouraging thinking, explaining need for change, change envisioning, and take personal risks [7].

Performance planning can be used Management By Objectives (MBO), Management By Objectives is system about participation to decision making process, setting a goals and get some feedback on goals. Participation here involves leaders and subordinates [25].

Talent management is originally designed for improving process of recruiting and also developing people using skills and talents needed to fit with current needs of organizations. The difference from talent management such as recruitment employee, selection people, after that mentoring process, on-boarding people, leadership development, open career development, doing a replacement planning, recognition, open career planning, and the last giving reward [4].

Employee engagement as the key to retaining talent (the only recruitment in 100 employees) is an area where leadership has been taken up by practitioners. This area where appropriate academic study is needed. Employee engagement is an important outcome variable that has not been investigated by studies in India. In real life, points to a trend in Western world. It is about HR community in Indian which should be pay attention to employee. It is relevance from dynamic post-liberalization of environment working, our research is very important [4].

2.2 Hypothesis Development

Leader-member exchange is a relationship between the leader and his subordinates in an organizational work unit. LMX has a high level quality which to be characterized for example about mutual trusting each other, desire, respect all members, and also mutual impact of leaders who manage all members [25]. High quality of relationship occurs when subordinates fall into the category of in-group members. Subordinates with this category can be relied on to participate and give more effort than the assigned work. Thus, subordinates will get higher job

ratings, lower turnover, and better job satisfaction. Then, low relationship quality occurs when subordinates are categorized as out-group members. Subordinates with this category only carry out their duties according to formal work. In the end, subordinates will get less time, less self-esteem, and less support from their superiors.

H1 = Leader-Member Exchange has a positive effect on Performance Measurement

A sense of emotional engagement to work in an organization will get to modify employee performance for providing value for the company. Leader-member exchange will be closed if there is an emotional involvement between members of the organization, both leaders and subordinates. If employee engagement can strengthen the relationship between leaders and subordinates, this will result in positive performance for the company.

H2= Leader-Member Exchange with Employee Engagement mediation has positive impact on Performance Measurement

The Consequences from globalization, new technologies application, facing a environment turbulent, and others, entity will find a transformation process [7]. Companies should assign responsibility for anticipating change and guide managers, executives, and leaders on those changes.

H3= Change Oriented Leadership has positive effect to Performance Measurement

Emotional involvement of leader in the style and changes in the environment will be able to improve leader performance for achieving goals that already set before. This employee engagement will strengthen change-oriented leadership when achieving company performance. Leadership is ability to impact, move, and also direct action from person or group, for achieving certain goals in right situations [25].

H4= Change Oriented Leadership with Employee Engagement mediation has a positive effect on Performance Measurement

Management objectives as modern method for evaluating and organizing about performance to be main of interesting topic from researchers. Drucker was first founder of Management by Objectives in his work *The Practice of Management*. Results about oriented MBO Principles usually adopt to be a standards, related about costs, labor, value of firm assessments, need feedback, and all forms of improvement [12].

H5= Management By Objective has a positive effect on Performance Measurement

The goals that have been set at the lower level must match the goals at the upper level. This confirms that both have the same goal [25].

H6= Management By Objective with Employee Engagement mediation has a positive effect on Performance Measurement

Talent management get fast way to be top concern to organizations worldwide. Currently trend about management, attacks, wars, shortages, metrics retention, and also attention talent is going to big talent strategy which expressed growth our literature in many countries such as US, Australia, UK, India, Japan, China, and across Asia [4].

H7= Talent Management has a positive effect on Performance Measurement

Companies operating in a regional talent system able to take advantage of benefits system to support their organization's talent strategy, seems like high-quality workforce, but it will face challenges, especially to intense regional competition. Process to get talent, companies must actively do consideration and make a lot of decisions about their talents to be an effective to business strategies implementing through human resources [16].

H8= Talent Management with Employee Engagement mediation has a positive effect on Performance Measurement

A situation of organization where all employees are constantly looking for chance to eliminate because this is about imperfections on organization function. This involves that our employees, who doing initiatives improvement, they are usually relating to process that more led, are developed in the workplace. Object improvement includes in department and also organizational processes, when many improvements to be the best cases about implemented to employee as a team from different branches, departments, or organization [20].

H9= Employee Engagement has positive effect to Performance Measurement

3. Research Methodology

The sample used in research were employees from organization located in Jakarta, Bogor, Depok, Tangerang, and also Bekasi areas or abbreviated as a part of Indonesia. This method is used to know the pattern of performance requirements for the company according to the criteria. The five sample criteria used are as follows:

1. Respondents are in the Greater Jakarta, Bogor, Depok, Tangerang and Bekasi area,
2. All employees involved in achieving performance in 2020 affected by WFH,
3. Employees are still actively working in 2020,
4. The employee does not leave mid-2020,
5. Employee age 30 years or over,
6. Employees have at least 5 years experiences of working

The model used in research is a stepwise linear regression analysis used to test existence a mediating variable between independent and dependent variable. This analysis was carried out in 2 stages or Two-Stage Least Square (2SLS).

Model 1

$$EME = \beta_1 LMX + \beta_2 COL + \beta_3 MBO + \beta_4 TM$$

Model 2

$$BSC = \beta_1 LMX + \beta_2 COL + \beta_3 MBO + \beta_4 TM + \beta_5 EME$$

Remark:

BSC= Performance with balance scorecard; EME= Employee Engagement; DL= The Darkside of the Leader; LMX= Leader member exchange; COL= Change oriented leadership; MBO= Management by objectives, TM= Talent Management

This study uses the theory of Kaplan and Norton who introduced Electronic Circuits Inc, which was later called ECI's Balanced Scorecard [14], Then LMX adopts indicators mentioned by Erdogan and Bauer [6], *Change oriented leadership* adopted the indicators of Yulk [31], *Management by Objective* using the scheme used by *Islami et al.* [12], Acar and Yener's research [2] that talent management consists of four major activities and the last, Adopted Harter et al. [9] for *Employee Engagement*. This theory became known as The Gallup

Organization. We structured these questions to respond on a Likert scale. The following are goals and how to measure the achievement of predetermined goals:

Table 1
Operational Research Variables

| Variable | Dimension | Indicator |
|--|--|--|
| <i>Performance with Balance Scorecard (BSC) [14]</i> | Financial Perspective | Survive organization: Cash flow Measurement |
| | | Succeed: Count growth of sales quarterly and operating income from division |
| | | Prospect: How do increase about market share and also Return on Equity |
| | Customer Perspective | New products: Count target percentage from entity's new products Percentage sales about entity's proprietary products |
| | | Responsive to supply: Product which delivery using schedule (defined by customer) |
| | | Preferred supplier: Key accounts purchases and also ranking about key organization accounts |
| | | Customer partnerships: Sum efforts from entity cooperative engineering |
| | Internal Business Perspective | Technology competence: Compare about geometry Manufacturing and competition |
| | | Manufacturing with excellence: About time cycle from unit cost with yield |
| | | Design of productivity: Design about Silicon and Engineering efficiency |
| | | New introduction product: Compare about actual introduction timeline and pian |
| | Innovation and Learning Perspective | Leadership technology: When the right time to use development for next generation |
| | | Learning about Manufacturing: How long process from organization to maturity |
| | | Focus of product: Products percentage using equal 80% from assets |
| | | Time from market: When can organization choose strategy, a new product introduction versus Competition |
| | <i>Leader-member exchange (LMX), Erdogan and Bauer [6]</i> | Job Attitudes |
| Commitment | | |
| Behaviors | | Turnover |
| | | Performance |
| Career Succes | | Propotion |
| | Salary | |
| | | Clarifying about Job |



| | | |
|---|----------------------------------|--|
| <i>Change Oriented Leadership</i> (COL). Yulk [31] | Task-oriented | Using activity plan |
| | | Operations mentoring |
| | | About solving problem |
| | Relations-oriented | Supporting |
| | | Developing all members |
| | | Doing Recognizing as a leader |
| | Change-oriented | Empowering employee |
| | | Change of advocating |
| | | Doing of organization change |
| | External | Doing Encouraging about innovation |
| | | Facilitate about collective learning |
| | | Develop networking to others |
| <i>Management by Objective</i> (MBO). Islami et al., [12] | Planning | Doing external supervision |
| | | Represent to be a leader |
| | | Setting Objectives, |
| | Monitoring | Communicating Objectives |
| | | Setting control point |
| | | Definiting results |
| <i>Talent Management</i> (TM). Acar and Yener [2] | Plan Implementation | |
| | Freedom and independence | |
| | Continous communication | |
| | Selection | There is a process for selecting employees according to their competencies |
| | Recuitment | here are activities to conduct interviews when recruiting employees |
| | Development | There is training that is carried out in the company on a regular basis |
| | Retention | There is an adequate career path in the company |
| <i>Employee Engagement</i> (EME). Harter et al., [9] | <i>Employee Engagement</i> (EME) | I realize about what is company need to me when I am working. |
| | | I hold many materials and using a lot of equipment which I want for finishing my job |
| | | At office, I hold a lot of chance to explore what I should improve well at a long day |
| | | At least seven days, Employee already received many recognition or appreciate if we are doing the best working |
| | | My controller or management, always pay attention to protect me as human |
| | | My controller or assignment management who encourages me to explore my competence |
| | | At office, my suggesting always grow up |
| | | Organization has mission or purpose to make me getting a good feeling in my job. It is very important culture. |

| | | |
|--|--|---|
| | | My associates (especially member) always have commitment for doing the best quality in my job. |
| | | I get the best partner at my office |
| | | At least six months, my boss in organization give a appreciate to me about my performance and suggest to focus on progress. |
| | | Last year, I so fortunately to gets a chance in my working to learn and also grow |

Source : Wiguna and Augustine, 2021

4. Results & Discussions

Table 2
Step 1, Direct Effect of Independent Variables on BSC

| Variable | Coefficient | Prob | Result Accepted/ Rejected |
|----------|-------------|--------|------------------------------|
| LMX | 0,252449 | 0,0018 | Accepted |
| COL | -0,084927 | 0,4366 | Rejected |
| MBO | 0,115193 | 0,2748 | Rejected |
| TM | 0,354482 | 0,0000 | Accepted |

In the table above, it can be explained that the regression results show that two variables, namely LMX and TM have a significant direct effect, while the other variables do not show the same thing.

Table 3
Step 2, Direct Effect of Independent Variables on EME

| Variable | Coefficient | Prob | Result Accepted/ Rejected |
|----------|-------------|--------|------------------------------|
| LMX | 0,091044 | 0,1018 | Rejected |
| COL | 0,303240 | 0,0001 | Accepted |
| MBO | 0,217143 | 0,0034 | Accepted |
| TM | 0,287221 | 0,0000 | Accepted |

Based on the table above, if each independent variable is tested its effect on the mediating variable of employee engagement. The results show that LMX variable significant effect to EME variable. Meanwhile, other variables have a significant influence.

Table 4
Step 3, Direct Effect of Independent Variables on BSC through EME

| Variable | Coefficient | Prob | Result Accepted/ Rejected |
|----------|-------------|--------|------------------------------|
| LMX | 0,259362 | 0,0015 | Accepted |
| COL | -0,061902 | 0,5892 | Rejected |
| MBO | 0,131680 | 0,2252 | Rejected |
| TM | 0,376290 | 0,0001 | Accepted |
| EME | -0,075928 | 0,5053 | Rejected |

LMX and TM showed significant results on the mediation of EME to BSC. The other variables based on the test did not show significant results.

In the step 1 test to show the direct effect of the LMX, COL, MBO, and TM variables on the BSC, the results of LMX and TM have a significant effect while the variables. This test was conducted to prove H1, H3, H5, and H7.

This study answers H1, that LMX has a positive effect on BSC. Based on these results indicate that the relationship between leaders and subordinates shows good synergy. In this case, LMX has sufficient quality so that mutual trust and respect between leaders and subordinates is reflected in the reciprocity between the two.

Then, H3 showed insignificant results. In addition, it is very interesting to study the direction of the hypothesis. This study has the opposite direction to the hypothesis. The study by looking at the answer sheets from respondents. Some of the respondents answered with a number 1 or the lowest score on questions including the leader providing solutions to the problems faced at work, the leader supporting every good job, and the leader knowing his subordinates well. The following questions were answered by respondents with a score of 1. So, it can be concluded that in reality, the current leader cannot provide solutions to every problem faced. In addition, leaders only know the results of their work, each of them does not know closely so that they cannot create sufficient synergy.

To answer H5, related to the MBO result which does not have a significant effect on BSC, we also find something similar to H3 which shows that respondents answered with a score of 1 for several questions, resulting in insignificant results. Some of these questions include, the Company exercises control over the company's goals, the Company defines the results of achieving the goals made, the Company implements the plans that have been made and the Company provides freedom and independence to employees. Based on our findings, it can be part to concluded about employees assess company as a whole so that if company's goals are not clear then employees as implementers will find it difficult to focus on goals, in this case, is the value of the company.

In the seventh hypothesis, the researcher suspected that there was significant positive effect of TM variable to BSC. The results are in line with the researchers' estimates. Respondents considered that the process of recruiting, developing employees, and retaining competent employees in the company is very important in creating a sense of belonging to the company. Thus, the synergy that will emerge is very strong. The impact will be felt by all parties who are part of the company as a whole.

Based on the understanding of each variable, a mathematical model can be made as follows:

$$Y = 2,065 + 0,252LMX - 0,085COL + 0,115MBO + 0,354TM + e$$

In the next step, testing is carried out to test the effect of LMX, COL, MBO, TM variables with EME mediation on BSC. The results of testing show LMX and TM have significant effect while the other variables do not have a significant effect.

LMX in this study mediated by EME produced a significant positive effect. These results indicate that the more there is a sense of bond between employees and the company, then the quality of a good leader will have a high influence on company performance. This is in accordance with the second hypothesis, which states that LMX with EME mediation has a positive effect on BSC.

The fourth hypothesis related to COL showed something similar to the direct effect of COL on BSC. COL does not have any impact in the presence of EME. The leadership style of the companies that were the respondents did not show a positive impression on the employees.

The sixth hypothesis of this study showed that the results were not significant. This is also similar to the understanding of the COL which has respondents who are not satisfied with the company's view of the goals to be achieved. Thus, the results of this study showed insignificant results.

Talent Management is something to consider. The results show that companies that emphasize a good recruitment process, employee development with a fairly good pattern, moreover supported by maintaining sufficient competence, the impression for employees will be very good to obtain the goals to be achieved. These results have answered the research hypothesis.

EME showed negative and insignificant results. In this research indicator using the Gallup Organization. Some of the questions answered with a score of 1 include: We accept what is expected of us at work, we are facilitated with equipment and tools that support us in our work, Last seven days, I already received appreciate for my the best working. These results reveal that employees do not get a good impression of the company. So, results of this study indicate that there is no engagement between employees and organization.

According to results test, the mathematical models can be made are as follows:

$$Y = 2,117 + 0,259LMX - 0,062COL + 0,132MBO + 0,376TM - 0,075EME + e$$

5. Conclusions

Research using two proposed models showed similar results that for LMX and TM each had a significant effect on BSC directly or through EME mediation which was proposed as a mediating variable. Each variable assumes that a qualified leader, as well as a reliable recruitment process, can support the company to achieve the desired goals.

Furthermore, other variables in this study are COL, MBO, and EME which act as independent or mediating variables. COL and MBO have an insignificant effect, it is caused by employee disappointment with the company over the leadership style and implementation of MBO. COL has the opposite direction. Researchers assume that employees are not supported in overcoming every problem in the work process.

The same thing is also experienced by EME, this variable has an insignificant effect and also has the opposite direction. The results of the research study show that expectations do not match reality. What is expected by employees cannot be obtained in the daily implementation of working at the company. Thus, the sense of belonging to employees does not grow which results in a negative impression.

This research has limitations. The research only discusses the variables related to leadership and performance. Other commonly used variables such as organizational structure, motivation, and company commitment can be used in further research or relate this research to the characteristics of leadership style. This is because each of these variables can affect the company's overall performance.

In addition, this study is only limited to Greater Jakarta area, so results of this study cannot be generalized to other studies in different areas. Another thing that becomes a limitation is related to research sample because researcher believes that a large sample of research it will produce better research results. So, for further research, the researcher suggests expanding the research sample.

This research has implications for theory improvement. Research that discusses BSC is common in other studies, but the association with EME with independent variable in this study is still in limited numbers. Thus, this study adds to the literature for research related to leadership and BSC.

This research also has implications for company management. Management can consider improving the existing system in the company so that it is more focused and minimizes the problems that are the highlight of this research.

Regulations will have a role in this research, the existence of regulations that can facilitate the wishes of employees with the company is something that needs to be studied further so that each party gets mutually beneficial benefits.

Practitioners, in this case workers, can each continue to improve their performance, because basically the current results are the result of the hard work of each party to produce good performance.

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