THE EFFECT OF INTERPERSONAL LEADERSHIP ON EMPLOYEE ENGAGEMENT THROUGH ORGANIZATIONAL IDENTIFICATION AS THE INTERVENING VARIABLE
Study on Employee of PT Bank X Medan City

Nasya Zuniga
Tri Wulida Afrianty
Fakultas Ilmu Administrasi
Universitas Brawijaya
Malang
Email: nasyazuniga2296@gmail.com

ABSTRACT

The aims of this research are to analyze the effect of Interpersonal Leadership on Organizational Identification, explain the effect of Organizational Identification on Employee Engagement, and explain the effect of Interpersonal Leadership on Employee Engagement through Organizational Identification as the intervening variable. This research is an explanatory research with quantitative approach. The variables of the research are Interpersonal Leadership, Organizational Identification, and Employee Engagement. The criteria of population are employees who have a leader or an employee who has a job level above them. The sampling technique for this research was using purposive sampling and the data collection method by distributing questionnaire indirectly (online) to 77 respondents according to population criteria. The results showed that Interpersonal Leadership has significant effect on Organizational Identification, Organizational Identification has significant effect on Employee Engagement, and Interpersonal Leadership has significant effect on Employee Engagement through Organizational Identification as intervening variable. Based on the results of this research, it would be better if the corporate or Bank X can enhance activities that raise awareness of the importance of the role of leader who has interpersonal and organizational identification. In addition, it is necessary to increase the interpersonal leadership to the human resources in the company to increase employee engagement.

Keywords: Interpersonal Leadership, Organizational Identification, and Employee Engagement
INTRODUCTION

Human Resource (HR) is one of the most important assets; in fact human resource could not be separated from organizations, institutions, or companies. Human resources contain two insights. First, it is a work effort or service that can be provided in the production process. In other respects, HR reflects the quality of business provided by a person within a certain time to produce goods and services. According to the second statement, HR concern about human being able to work to provide services or business work. Human resources has important role in developing the organizations, institutions, or even companies because it is impossible to run by itself but there are human resources who run it behind the successful of the organizations, institutions, or companies. Intrinsically, human resources are the key to run the organizations, the institutions, and the companies in terms of achieve their goals.

Competence of human resources followed by their good performance, is the key to the success of an organization, institution, and company as well as to achieve competitive advantage in the real world. Human resources of an organization should have at least developments, knowledge, and their own expertise, but also good attitudes. They are needed to increase the productivity in the workplace environment and also to create a great teamwork between each employee; therefore, an organization could manage its human resource effectively and efficiently.

A competent human resources, committed, and always motivated to always want to achieve the best, as called as employee engagement, is one of the main reason of an organization grow big. A recent survey by Gallup’s Global Workplace Analytics website on 2013 stated employee engagement is fuel for performance engine of organization. Meanwhile, International Survey Research (ISR) defines employee engagement as a process by which an organization increases commitment and continuation of its employees to the achievement of superior results (Storey, 2009: 300). Various of challenges from external as well as internal from its organization could affect the level of employee engagement toward the organization itself.

Based on previous research by Hansen et al. (2013), employee engagement could be achieved if the employees feel safe to show and empower themselves. They feel themselves useful and valuable for the organization and have enough resources to carry out its role by (Kahn, 1990). Feeling engaged can not only encourage the development of the organization or company where the employee is working, but also the economic growth of a country. An employee would join with a company and stay long if they believe there is strong leadership in the company.

A recent survey by Gallup’s Global Workplace Analytics website on 2013 (as shown in figure 1.1) has proven 84% employees is the highest point in Southeast Asia not feeling engaged. In this respect, Gallup's latest research on employee engagement paints a grim picture. Only 8% of Indonesian employees are engaged at work, while 15% are actively disengaged. If businesses, private or state-owned, do not realize how important great workplaces are to economic development and job creation, the Indonesian economy might run out of steam in the next few years.

Existence of leaders hold the important role in the course of the organization and create employee engagement environment. Leadership is an ability (throught whatever means) to influence the behavior of other in a particular direction (Chung et al. in Djanaid, 2004: 4). A leader is one of the important aspect in determine the development and the progress of an organization. A leader should have ability of influence, empower, and lead his employees to work effectively and efficiently, beside that a leader is expected to has good relations with the employees in order to achieve great teamwork.

Leadership which is applied of a leader in an organization hold the key in achieving great workplace environment (Rafferty et al., 2005). In terms of creating employee engagement culture affect to productivity increases and employees’ performance, so that the main purpose of the organization will be achieved. Rafferty et al. (2005) also stated the effective leadership is a leader who could adjust to his leadership style

### Figure 1 Employee Engagement in Southeast Asian

<table>
<thead>
<tr>
<th></th>
<th>Engaged</th>
<th>Not engaged</th>
<th>Actively disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philippines</td>
<td>19%</td>
<td>69%</td>
<td>8%</td>
</tr>
<tr>
<td>Thailand</td>
<td>14%</td>
<td>84%</td>
<td>2%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>11%</td>
<td>81%</td>
<td>8%</td>
</tr>
<tr>
<td>Singapore</td>
<td>9%</td>
<td>75%</td>
<td>15%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>8%</td>
<td>77%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Source: https://news.gallup.com/ (2016)
based on the maturity level of employee. There are a lot of previous researchs proven that transformational leadership style influence employee engagement. According to Hansen et al. (2013), engagement is best predicted by interpersonal leadership behaviors, such as caring about followers demonstrated by transformational leaders. However, leaders not only demonstrate relational behaviors when they enact supportive styles such as transformational leadership, but also when using approaches that build socioemotional resources such as applying fairness principles (Cropanzano et al., 2000).

Employee engagement or employee participation in work activities should be noted because there is existence of employee engagement lead the employees willingly create a good teamwork. One of the implementable way to attract employee engagement is to create participation or employee involvement in decision making. Employee engagement will give intrinsic motivation to the employees by increase the chance to growth, responsibility, and engagement of its job. A leader should find out what kind of resources and the main purpose by the employee and have the most possibility to create a bigger responsibility by engagement. A leader also should understand if employee engagement is long term asset and a process which needed continuity interaction from time to time to create loyalty and mutual interdependence situation (Cropanzano and Mithchell in Saks, 2006).

Employee engagement represents a psychological and motivational state, wherein employees invest in their work and promote organizational goals (Kahn, 1990 and Schaufeli et al., 2002). Companies in which 60 percent (or more) of the workforce is engaged have average five-year total returns to shareholders (TSR) of more than 20 percent. That compares to companies where only 40 to 60 percent of the employees are engaged, which have an average TSR of about six percent (Baumruk et al., 1996; in Storey, 2009: 302).

Leaders demonstrate powerful relational behaviors when practicing interpersonal and informational justice (synonymous with fairness), both of which conveying respect, empathy, and caring (Hansen et al., 2013). Research into the nature of the relationship between justice and leadership, however, has been mixed. That is, some suggest justice predicts leadership, others that leadership predicts justice, and still others suggest they are integrated (Hansen et al., 2013). Despite their conceptual linkage, few researchers have examined interpersonal and informational justice with transformational leadership. Researchers believe an examination of these constructs together with engagement can inform to more understanding of the relational leader-engagement relationship.

Employees’ experience of work is created through their exchange with the organization and its leader (Kahn, 1990). According to Hansen et al. (2013) the relations between interpersonal leadership and employee engagement will be more powerful with organizational identification. Organizational identification (OID) is a term populating the organizational studies literature ever since the 60’s. Yet, it was only the last two decades that have witnessed a surge in interest in the organizational identification research. Employees develop a sense of self-concept and belongingness to the organization when cognitive categorization occurs in organizations, also known as organizational identification (Ashforth and Mael, 1989). Leaders who are relationship-oriented create organizations with employees who have strong feelings of organizational identification (Hansen et al., 2013).

This research was conducted at PT Bank X located in Uniland Plaza, Medan. This research was conducted at PT Bank X is because the company has been the third biggest Bank in Indonesia for several years with the amount asset is IDR910 trillion based on Kompas, 2017. According to Djanaid (2004: 61) the greatest achievement a company will get it because of the leaders itself or the employees. It means PT Bank X has qualified leaders to run its company. Leaders expect their employees could do their job effectively and efficiently. The role of leaders really needed because should consider the company’s needs and also inputs from the employees. PT Bank X is BUMN who develop disruptively, based on that the researcher interested to seek the influence of interpersonal leadership towards employee engagement through organizational identification as mediator.

LITERATURE REVIEW

Interpersonal Leadership

Business as usual will not be sufficient in coming decades. Leadership capability will be a key differential in the future, and this will require a new and different emphasis on the leader’s capacity for development (Ross, 2012). Interpersonal Leadership is about self-expression that makes a
difference, that enriches the lives of others (Smith et al., 2002). But the core of effective relationships is authenticity. Authenticity forms the core around which synergy and trust grows. One of the powerful leadership is interpersonal leadership. The interpersonal leadership is a powerful interpersonal communications tool that focuses on individual styles of behavior and the impact different styles have on the quality of relationships and personal and team performance (Storey, 2009: 214).

Leaders who have interpersonal leadership are leaders who caring about their followers demonstrated by transformational leaders and also demonstrate powerful relational behaviors when practicing informational and interpersonal justice. The indicators are:

1) Transformational leaders act as role models and display a charismatic personality that influences others to want to become more like the leader. There are more focused sub dimensions of transformational leadership such as (Rafferty and Griffin’s, 2004):
   a) Vision, the expression of an idealized picture of the future based around organizational values.
   b) Inspirational Communication, he expression of positive and encouraging messages about the organization, and statements that build motivation and confidence.
   c) Intellectual Stimulation, enhancing employees’ interest in, and awareness of problems, and increasing their ability to think about problems in new ways.
   d) Supportive Leadership, expressing concern for followers and taking account of their individual needs.
   e) Personal Recognition, the provision of rewards such as praise and acknowledgement of effort for achievement of specified goals.

2) Interpersonal fairness is an additional to strengthen the interpersonal leadership because the core is justice. Then, Hansen et al. (2013) put some additional indicators to make it more relevant:
   a) Informational Justice focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion.
   b) Interpersonal Justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities and third parties involved in executing procedures or determining outcomes.

Employee Engagement

There are several opinions that define employee engagement. Employee engagement is a condition consisting of the cognitive, emotional, and behavioral components associated with employee roles and performance (Saks, 2006). According to Schaufeli et al., (2002: 74), engagement is a positive state of mind for fulfilling and resolving work-related issues, characterized by vigor (energy and mental resilience while working), dedication (enthusiasm and pride in work), and absorption (happy in working). Employee engagement is the level of commitment and involvement of an employee to their organization and the values contained therein (Anitha, 2014). When an employee feels attached, he is aware of his or her responsibility for achieving organizational goals and can also motivate his coworkers for the success of organizational goals. The researcher described employee engagement as a deeper psychological presence of an employee that includes attention and appreciation (Saks, 2006).

Employee Engagement is a condition consisting of the cognitive, emotional, and rigid components associated with the role of a leader. The indicator used in employee engagement variables is an indicator put forward by Schaufeli et al. (2002), namely:

1) Vigor is an aspect characterized by high levels of strength and mental resilience in work, the desire to earnestly work in the work, persistent in the face of adversity.
2) Dedication is a feeling that is full of meaning, inspiration, pride and challenging in the work.
3) Absorption is a condition characterized by a deep concentration and interest, drowning in the work, and individuals are difficult to get away from work so forget about something around.

Organizational Identification

An early description of organizational identification listed several important and interwoven phenomena as its constituent parts. Organizational identification (OID) is a situation in which the employee and the company share the same goals and values (Hansen et al., 2013). OID is one of the important aspect as it relates to the
business environment. An unifying theme of interpersonal leadership is the centrality of relations – through inspirational communication, supportiveness, recognition, respect, and transparency of explanations for decisions, interpersonal leaders communicate value and respect to their employees and make them part of and connect them to the organization and others within (Hansen et al., 2013).

Employees’ experience of work is created through their exchange with the organization and its leaders (Kahn, 1990). In this research advance Kahn’s model by proposing that organizational identification is a connector or antecedent between employees and the organization. Social identity theory holds that people categorize themselves into groups, whereby they define themselves as part of their social environment. When cognitive categorization occurs in organizations, known as organizational identification (Mael in Hansen et al., 2013), employees develop a sense of self-concept and belongingness to the organization. As a result, they are more likely to support the organization, express pride and loyalty, and internalize the values and norms of the organization (Tyler and Blader, 2003).

Leaders who are relationship-oriented create organizations with employees who have strong feelings of organizational identification (Pierro in Hansen et al., 2013). Baumeister and Leary (1995) argued that people have a fundamental need for belongingness, driving them to seek connection with others. Similarly, people have a fundamental need to be liked, which results in their susceptibility to identification as a social influence process (Kahn, 1990). The group engagement model (Blader in Hansen et al., 2003) proposes that identification is the psychological mechanism through which follower’s perceptions of their leader’s fairness influences their attitudes, values, and behavior. Thus, interpersonal leaders use social influence processes to help employees feel they belong to an organization focused on an inspiring vision. Furthermore, employees want to identify with high status groups to ensure a strong social identity (Mael in Hansen et al., 2013).

These comprised a perception of shared characteristics with the members of the organization, a feeling of solidarity with the organization, and support of the organization. Basically, the foundations of organizational identification rest on a notion that members share a sense of similarity with each in terms of interests and goals. Furthermore, the solidarity component described underscores the importance for members’ sense of belongingness with the organization. Lastly, supportive component rests on a feeling of loyalty towards organizational goals and policies. This included the will to defend organizational goals and policies. Therefore, Rolf Van Dick (2010) identify five sub dimensions of organizational identification that will demonstrate discriminant validity with each other and with outcomes, such as:

a. Cognitive; Psychological processes involved in acquisition and understanding of knowledge, formation of beliefs and attitudes, and decision making and problem solving. They are distinct from emotional and volitional processes involved in wanting and intending. Cognitive capacity is measured generally with intelligence quotient (IQ) tests.

b. Affective; The tendency of a worker to stay with a company that is based on an emotional attachment. An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives, and might turn down offers to move to a new company, even if they seem more attractive financially.

c. Evaluative; Rigorous analysis of completed or ongoing activities that determine or support management accountability, effectiveness, and efficiency. Evaluation of completed activities is called ex-post evaluation, post-hoc evaluation, or summative evaluation. Evaluation of current or on going activities is called in-term evaluation.

d. Behavioral; The belief that a leader’s rate of success is based on the way in which they behave.

Hypothesis

\( H_1 : \) Interpersonal Leadership (X) has a significant influence on Organizational Identification (Z).

\( H_2 : \) Organizational Identification (Z) has a significant influence on Employee Engagement (Y).

\( H_3 : \) Interpersonal Leadership (X) has a significant influence on Employee Engagement (Y) through Organizational Identification (Z).
RESEARCH METHOD

The type of research used in this study is explanatory research. This research was conducted at PT Bank X Medan which is located at Uniland Plaza, Medan City. The population in this study are employees who work at PT Bank X, Uniland Plaza Medan. From the results of information obtained on the company, the existing population as many as 95 employees. The sample of this research amounts 77 respondents.

RESEARCH RESULTS AND DISCUSSION

Table 1 The Result of Path Coefficient Test of Interpersonal Leadership and Organizational Identification

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
<th>(Beta)</th>
<th>t-statistic</th>
<th>P-value</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal Leadership (X)</td>
<td>Organizational Identification (Z)</td>
<td>0.448</td>
<td>4.339</td>
<td>0.000</td>
<td>Sig</td>
</tr>
</tbody>
</table>

R Square ($R^2$) = 0.201

n = 77

Table 2 The Result of Path Coefficient Test of Interpersonal Leadership and Organizational Identification on Employee Engagement

<table>
<thead>
<tr>
<th>Independent Variable</th>
<th>Dependent Variable</th>
<th>(Beta)</th>
<th>t-statistic</th>
<th>P-value</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpersonal Leadership (X)</td>
<td>Employee Engagement (Y)</td>
<td>0.517</td>
<td>5.671</td>
<td>0.000</td>
<td>Sig</td>
</tr>
<tr>
<td>Organizational Identification (Z)</td>
<td>Employee Engagement (Y)</td>
<td>0.310</td>
<td>3.401</td>
<td>0.001</td>
<td>Sig</td>
</tr>
</tbody>
</table>

R Square ($R^2$) = 0.508

n = 77

Source: Primary Data Processed, 2018

Direct Effect (DE)

I = $\rho_{ZX} = 0.448$

II = $\rho_{YZ} = 0.310$

III = $\rho_{YX} = 0.517$

Indirect Effect (IE) = $P_{ZX} \times P_{YZ}$

= 0.448 x 0.310

= 0.138

Total Effect (TE) = Direct Effect + Indirect Effect

Total Effect (TE) = $P_{YX} + (P_{ZX} \times P_{YZ})$

= 0.517 + 0.138

= 0.655

$R^2$ Model = 1 - (1 - $R_1^2$) (1 - $R_2^2$)

= 1 − (1-0.201) (1-0.508)

= 1 − (0.799) (0.492)

= 1 − (0.393)

= 0.607 or 60.7%

The calculation result of assessment model determination is 60.7% explains that the contribution of the structural relationship of the three research variables is 60.7%. The remainder of the calculation result of 39.3% is explained by other variables not found in this research model.

The Effect of Interpersonal Leadership (X) on Organizational Identification (Z)

Result of path analysis shows Interpersonal Leadership (X) has significant effect on Organizational Identification (Z) with positive correlation. This statement is evidenced from the value of t-statistic X is 4.339 and significant value of 0.000 is smaller than $\alpha = 0.05$ (0.000 < 0.05). The positive effect of Interpersonal Leadership (X) on Organizational Identification (Z) is seen from the coefficient value of the path that is equal to 0.448. The probability value on this analysis result is smaller than 0.05, it can be concluded that $H_0$ is rejected. So the first hypothesis that Interpersonal Leadership (X) have a significant effect on Organizational Identification (Z) accepted. The amount of influence of Interpersonal Leadership variable to Organizational Identification variable can be seen from the value of coefficient of determination ($R^2$) that is equal to 20.1% with influence of other variable not found in this research equal to 79.9%.

Result of path analysis show direct effect of Interpersonal Leadership (X) to Organizational Identification (Z) indicate that Interpersonal Leadership (X) has significant effect on Organizational Identification (Z) with positive correlation. The results of this research support the results of the previous research of Hansen et al., (2013) which shows that interpersonal leadership and organizational identification has a positive
correlation with significant effect. It can be concluded by implementing interpersonal leadership in a company can increase the organizational identification. So, this shows that the first hypothesis is supported.

The Effect of Organizational Identification (Z) on Employee Engagement (Y)

Result of path analysis shows Organizational Identification (Z) has significant effect on Employee Engagement (Y) with positive correlation. This statement is evidenced from the value of t-statistic X is 3.401 and significant value of 0.001 is smaller than α = 0.05 (0.001 < 0.05). The positive effect of Organizational Identification (Z) on Employee Engagement (Y) is seen from the coefficient value of the path that is equal to 0.310.

Results of path analysis show direct effect of Organizational Identification (Z) to Employee Engagement (Y) indicate that Organizational Identification (Z) has significant effect on Employee Engagement (Y) with positive correlation. According to Hansen et al., (2013) organizational identification is one of employee engagement mediator to another variable. So, it can be proved that organizational identification has a significant effect on employee engagement with positive correlation. So, the results of this research inline or support the results of the previous research by Hansen et al., (2013). The conclusion is by increasing the implementation of organizational identification in the company may increase the employee engagement. So, this shows that the third hypothesis is supported.

The Effect of Interpersonal Leadership (X) on Employee Engagement (Y) Through Organizational Identification (Z)

Result of path analysis shows Interpersonal Leadership (X) has significant effect on employee engagement (Y) with positive correlation. This statement is evidenced from the value of t-statistic X of is 5.671 and significant value of 0.000 is smaller than α = 0.05 (0.000 < 0.05). The positive effect of Interpersonal Leadership (X) on employee engagement (Y) is seen from the coefficient value of the path that is equal to 0.517.

In this research there are also indirect effect. The indirect effect is the effect that exists because there is a third variable mediating the relationship of two variables. The third variable in this discussion is Organizational Identification (Z). The results of calculation show that the indirect effect is 0.138. This result shows that the role of Organizational Identification (Z) as an intermediary between Interpersonal Leadership (X) on employee engagement (Y) is 0.138. Based on this indirect effect, we can determine the role of intermediaries in this discussion by calculating the total effect.

The result of calculation show that the total effect is 0.655. This result shows that the effect of Interpersonal Leadership (X) on employee engagement (Y) through Organizational Identification (Z) is greater than the direct influence between Interpersonal Leadership (X) on employee engagement (Y) (0.655 > 0.517). The conclusion is that Organizational Identification (Z) as an intervening variable is needed to strengthen the effect of Interpersonal Leadership (X) on employee engagement (Y).

According to Hansen et al., (2013) organizational identification can be intervening variable on employee engagement. So, researcher conclude organizational identification can make greater the effect of employee engagement than direct effect from dependent variable. It can be proved by the result of calculation that show organizational identification as an intervening variable is needed to strengthen the effect of interpersonal leadership on employee engagement. But, this research found a different thing with previous research by Hansen et al., (2013).

In this research find the effect is significant. It can be seen from the direct influence of interpersonal leadership on organizational identification has a significant effect and the effect of organizational identification on employee engagement is significant. According to Schaufeli et al., (2002: 74), engagement is a positive state of mind for fulfilling and resolving work-related issues, characterized by vigor (energy and mental resilience while working), dedication (enthusiasm and pride in work), and absorption happy in working). It can be concluded that interpersonal leadership has a great significant of employee engagement based on the employees’ leaders. The conclusion is organizational identification can be an intermediary or intervening of interpersonal leadership effect on employee engagement to greater the effect and significant effect. So, this shows that the third hypothesis is supported.

CONCLUSION & SUGGESTIONS

Conclusions

a. Interpersonal leadership in this study proved to have a positive and significant influence on
organizational identification and employee engagement. The organization is expected to be able to maintain interpersonal leadership not only in its leader but also its employees because it has a total mean 4.04 which means interpersonal leadership in PT Bank X Medan City can be categorized very good.

b. The organization should recognize the earnest efforts of employees in carrying out their work, such as giving appreciation or praise, encouragement and motivation every day, asking for difficulties encountered to find solutions together, for items, "behaves in a manner which is thoughtful of my personal needs" has a total mean of 3.40. Although classified as good category, but the lowest when compared with other interpersonal leadership items.

c. The organization should consider organizational identification of awareness of the importance of belonging to the organization of PT Bank X Medan City, because the variable has a positive impact on employee engagement and able to act as a mediator variable of indirect influence between interpersonal leadership to employee engagement.

d. All the variables studied in this study have a positive and significant effect so that the organization is expected to create terms and policies which can support and assist employees to do their jobs so that feel comfortable and willing to increase the engagement between employees for better cooperation.

Suggestions

1. Further research can be done in other state-owned companies experiencing business competition from private parties such as television station TVRI, public broadcasters RRI, public hospital owned by the government, and others. This is because of the possibility of strong employee perceptions bring themselves well established work on state enterprises, so as to make employees less aware of the importance of a competent leader figure.

2. The results of this study are allowed to become a reference for further researchers to develop relevant research by considering variables other than variables that have been used in this study.

3. Based on frequency distribution Interpersonal Leadership (X) it could be seen the lowest mean score is X.11 of 3.40 which is the leader behaves in a manner which is thoughtful of the employee’s personal needs. So, it will be better if the leaders on the company consider about the employees’ needs if it is necessary.

4. The lowest mean score of Organizational Identification (Z) is Z.1 as amount as 3.40 which is when someone criticizes other members of the organization, it feels like a personal insult for the employee. So, the suggestion is to build the awareness of the employee because it might affect the others.

5. The lowest mean score of Employee Engagement (Y) is Y.12 of 3.40 which is the employees forget everything around while working. It might be seen in a positive way that the employees not forget everything but still drifted in work because in Y.14 which is the employees feel drift in the work is pretty high amount of mean score is 4.09. So, the suggestion is to make the environment as comfortable as possible to make the employees keep focus.

6. Related research with the same context of employee engagement, it is expected that further research can analyze other factors that support employee engagement, for example competence, work environment, workplace security, perceived organizational support, and organizational climate so that can be input for organization in order to increase employee engagement.

Limitation

Previous research related to the relationship between variables in this study is still very little, especially research that is in accordance with the context of current research, many studies that look for the relationship between leadership style on employee engagement but only a few use interpersonal leadership as the antecedent. Therefore, researcher should adapt from international research that may occur bias research because of differences in research context

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Website: