

THE ROLE OF EMPLOYEE ENGAGEMENT ON THE INFLUENCE OF WOMEN'S LEADERSHIP AND DISCIPLINE ON EMPLOYEE PERFORMANCE

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Abstract: *This study aims to determine, examine and analyze the influence of women's leadership and discipline on the performance of employees of the Sragen Savings and Loan Service Cooperative with employee engagement as an Intervening Variable. The analysis technique used is to use instrument tests which include validity and reliability tests, linearity tests, regression analysis, path analysis, t-tests, F-tests, determination coefficient tests and correlation analysis. The results showed that: Women's leadership has a positive and significant effect on employee engagement. Discipline has a positive and insignificant effect on employee engagement. Women's leadership, discipline, and employee engagement have a positive and significant effect on performance. Women's leadership through employee engagement has a positive and significant effect on performance. However, discipline through employee engagement has a positive insignificant effect on performance.*

Keywords: *Women's Leadership, Discipline, Employee Engagement, Performance*

1. Introduction

Every company formed is expected to achieve its goals. Therefore every entrepreneur wants the company to be able to grow and develop (Lianasari et al., 2017). Companies must be able to manage and improve the quality of their human resources. Human resources play an important role in running a company (Sari & Astutiningsih, 2021).

Employee performance plays an important role in the company's growth. Many factors can affect employee performance. Sukmawati et al., (2020) state that factors that can affect employee performance are leadership, communication and work ethic. Leadership is often identified with a man who is firm, brave and tough. Currently, the concept of leadership has begun to shift, it does not have to be a man who becomes a leader. The existence of the paradigm of women's emancipation, namely equal rights between men and women (Suraya et al., 2021). This is evidenced by several research results that show that women's leadership influences employee performance. (Hariyono, 2018; Mayasari, 2016; Novera et al., 2020; Waworuntu et al., 2022).

Factors that can affect work performance are discipline and workability (Arif et al., 2020). Rasminto et al.,(2020) state that works discipline has a strong effect on performance. Performance is often equated with work performance. Employee work performance is a result achieved by employees based on proficiency, sincerity and time (Hasibuan, 2016). Organizational communication and job satisfaction also have a significant effect on employee performance (Mansyur et al., 2022)

Concerning performance improvement, discipline is an important factor to pay attention to (Hadiwijaya, 2017; Rasminto et al., 2020; Yeremia & Nuridin, 2022). Work discipline is an order in carrying out the duties of obligations so that everything can be carried out as well as possible (Rasminto et al., 2020). In an organization, discipline is indispensable so that there are no omissions or deviations in doing work (Sanjaya et al., 2022). However, in contrast, Saleh & Utomo (2018) stated that discipline does not have a significant effect on employee work productivity. Sinambela & Palupi (2022) states that employee engagement has a significant influence on employee performance. So as Adhitama and Riyanto (2020) revealed that employee engagement affects employee performance. Bakker (2017) revealed that work involvement is characterized by a high and strong energy level and can be identified from the results of his work. Based on several theories that have been put forward, it can be concluded that employee engagement is a positive feeling such as enthusiasm, passion in completing work and feelings of self-attachment to the job and company in place. However, because there are still differences in the results of research on the influence of these two variables, a connecting variable is needed that can increase the influence of women's leadership and work discipline on employee performance. Based on literature research, employee engagement variables can be used as a link between the influence of female leadership and discipline on employee performance.

2. Literature Review and Hypotheses Development

a. Literature Review

Employee Performance

Simamora (2015) states employee performance is the level at which employees achieve job requirements. Based on the phenomena and theories put forward by experts, this research will examine in more depth related to employee performance which is influenced by women's leadership and work discipline. Performance is the result of the employee's achievement in carrying out the work charged to him based on experience, proficiency, sincerity and punctuality (Mansyur et al., 2022)

Women's Leadership

The existing phenomenon shows that many women have held positions as heads of cooperative heads, office heads, school principals, company managers, hospital directors, bank directors, family leaders, and others. The leadership style of women tends to be associated with gender. Leadership Robbin dan Judge (2013), put forward two conclusions: First, equating men and women tends to ignore the differences between the two. Second, what is the difference between women and men is that women have a more democratic leadership style, while men feel more comfortable with a directive style (emphasizing ways that are ordered). Women's leadership has a positive relationship with employee engagement of employees. Research result from Goldberg and Waldman (2000) states that close and mutually helpful relationships with colleagues and supervisors are very important and have a strong relationship with employee engagement and have nothing to do with workplace conditions and type of work. Leaders encourage better work by providing activities that influence subordinates to believe that valuable results can be achieved with serious effort.

Work Discipline

The need to increase employee discipline is that with discipline, employee performance can be completed on time so that there is still an opportunity to update and evaluate performance results. Based on this, discipline needs to be improved in the environment. Hasibuan (2016) argues that discipline is the awareness and willingness of a person to comply with all company regulations and applicable social norms. Discipline as stated by Sutianingsih (2021) is an attitude, behaviour and actions following the rules of the company written or not. Robbin and Judge (2016) state discipline is an ideal state in supporting the implementation of tasks according to the rules to support work optimization. One of the conditions that discipline can be grown in an organization is the existence of a complete division of labour down to employees or officers so that people know what their duties are, how to do them, when work starts and finishes, such as the work results required and who is responsible for the results of the work. For this reason, discipline must grow and develop so that order and evaluation also grow. Without good discipline, don't expect that an ideal employee will be realized as expected by society.

Work Engagement

Bakker (2017) explained that employee engagement is a form of positive thinking, namely thoughts that appear related to the completion of the workload that is owned and can be characterized by vigour (enthusiasm, energy at work), dedication (playing an active role in advancing the organization or company), absorption (preoccupation with and the enjoyment one has in doing one's work). Fu (2015) states that job involvement is the level of work experienced by employees that affect self-esteem and performance. Saxena and Saxena (2015) explain that work involvement is related to individual psychology which is important for individual image. Employee engagement is a concept that can be seen from discretionary effort, namely employees have choices, and employees act for the benefit of the organization. Employees who have high job involvement are employees who can be fully involved and enthusiastic about the work they have. Employees who have work involvement will be open to new experiences. Employee engagement is identified with authentically engaged employees, employees who can improve their presence and performance (physical, cognitive, and emotional engagement) that can lead to active and full performance. The conceptualization of employee job involvement emphasizes that employees who are capable of being involved can put a lot of effort into their work because they are very powerful (Bakker, 2017). Employee engagement can be regarded as a "resource" that can be invested to spur the development of an organization or company. Employees who are enthusiastic about work, are immersed in work activities and are persistent when dealing with challenges and obstacles that exist are characteristics of employees who have a high sense of involvement in the work at hand (Bakker, 2017).

b. Research Concept and Hypothesis

Universally applicable female leadership results in high levels of subordinate performance and satisfaction. The conceptual framework of this study is depicted in figure 1:

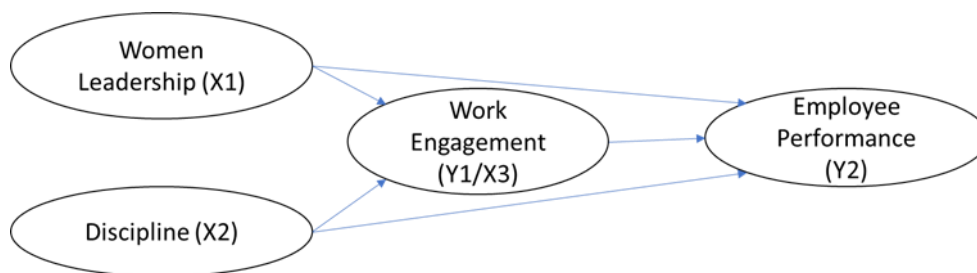


Figure 1: Research Concept Framework

The hypotheses in this study are as follows: 1) Female leadership has a significant positive effect on employee engagement, 2) Discipline has a significant positive effect on employee engagement, 3) Female leadership has a significant effect on employee performance, 4) Discipline has a significant effect on employee performance, 5) Employee engagement has a significant effect on employee performance, 6) Female leadership through involvement has a significant effect on employee performance, 7) Discipline through employee engagement has a significant effect on employee performance.

3. Research Method

Based on the purpose of the study, this study is a type of explanatory research, which will explain the causal relationship between free variables or independent variables including variables of female leadership and discipline with variables between (intervening) employee engagement and dependent variables of employee performance. The data or information needed can be obtained from documents and responses at the Sragen Branch Savings and Loans Cooperative. Its data analysis techniques use quantitative techniques. This study was analyzed with SPSS software. The determination of the research location is maximized to further narrow the scope of discussion and sharpen the social phenomena to be studied following the substance of the research problem to be observed. This research was conducted by taking a research location at the Sragen Branch of the Savings and Loans Cooperative.

The variables used in this study consisted of 3 variables, namely the independent variable (X), the intervening variable (e) and the dependent variable (Y). The independent variable consists of female leadership (X1) and discipline (X2) while the intervening variable is employee engagement and the dependent variable is employee performance (Y).

Variable Operational Definition

Employee performance is the quality and quantity achieved by employees of the Sragen Branch Savings and Loans Cooperative in carrying out their duties following the responsibilities assigned to them. With its indicators as follows: quantity of work, quality of work, loyalty to work, workability, results achieved

Women's leadership is a form of leadership a process in which the leader is a caretaker for others and *a carrier of experience*. Indikator as follows: very concerned about the appearance of the self, mission, belief, improvement of image, and self-trust

Discipline is ideal in supporting the implementation of the duties of the Sragen Branch Savings and Loan Cooperative according to the rules to support work optimization (Hasibuan, 2016). The indicators are as follows: Use time effectively, Come on time, Follow work procedures and instructions, Always be present, be politely looking,

Employee engagement is the participation of employees working in the Sragen Branch of the Savings and Loans Cooperative. The indicators used to measure employee engagement are as follows: activeness, support, opt-in, open, and serious.

The population in this study was employees of the Sragen Branch Savings and Loans Cooperative, a total of 40 employees, all of whom were sampled. The sampling method used by researchers is the census. This research instrument uses questionnaires that have previously been tested for validity, reliability and classical assumptions. The data used are primary data and secondary data. The data were analyzed by multiple regression analysis. To be able to find out the regression equation can be done by making an equation model using the path regression analysis method as follows (Sugiyono, 2015).

Regression Equation:

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + e_1 \dots\dots\dots (1)$$

$$Y_2 = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_2 \dots\dots\dots (2)$$

Keterangan:

Y_1 / X_3 = Employee engagement

Y_2 = Employee performance

X_1 = Women's leadership

X_2 = Discipline

$\beta_1 \dots \beta_3$ = Regression coefficient

$e_3 \dots e_3$ = Error

Direct and Indirect Influences

Direct influence is the influence from one independent variable to the dependent variable without going through another dependent variable, while indirect influence is a situation where an independent variable affects the dependent variable through the intervening (intermediary) variable. As for what is followed by total influence, it is the summation of direct influences and indirect influences.

To determine the magnitude of the correlation coefficient between independent variables, this study also uses Pearson correlation coefficients processed through SPSS. To determine the weak relationship between independent variables and the relationship of independent variables with dependent variables, it can be expressed by a linear function (at least detecting) and measured by a value called the correlation coefficient. This correlation is at least -1 and the greatest is 1 (Sugiyono, 2015). The determination of the weak strength of the correlation coefficient or the meaning of the price of the value of r will be the interpretation of the value of r in the following table:

Table 1. Interpretation of the Correlation Coefficient of R Values

Correlation Coefficient	Estimates
0,80 – 1,000	Very Strong
0,60 – 0,799	Strong
0,40 – 0,599	Strong Enough
0,20 – 0,399	Low
0,00 – 0,199	Very Low

4. Results And Discussion

Based on the results of data analysis using SPSS software, the following results are summarized:

1) Validity Test Results

The results of the female leadership variable question item validity test consisted of 5 question items. Test validity by comparing the $r_{\text{calculated}}$ greater than the table r value = 0.304 and get the results of 5 question items all valid.

Table 2. Women's Leadership Validity Test Results

Question Items	r_{items}	r_{table}	Notability
X1_1	0,527	0,304	Valid
X1_2	0,401	0,304	Valid
X1_3	0,467	0,304	Valid
X1_4	0,318	0,304	Valid
X1_5	0,337	0,304	Valid

Source: Processed data, 2022.

The disciplinary variable consists of 5 question items. Test validity by comparing values r_{value} greater than value $r_{\text{table}} = 0,304$ and obtained result of 5 question items all valid

Table 3. Disciplinary Validity Test Results

Question Items	r_{items}	r_{table}	Notability
X2_1	0,823	0,304	Valid
X2_2	0,669	0,304	Valid
X2_3	0,478	0,304	Valid
X2_4	0,686	0,304	Valid
X2_5	0,483	0,304	Valid

Source: Processed data, 2022

The employee engagement variable consists of 5 question items and obtained results from 5 question items were all valid.

Table 4. Employee Engagement Validity Test Results

Question Items	r_{items}	r_{table}	Notability
X4_1	0,618	0,304	Valid
X4_2	0,544	0,304	Valid
X4_3	0,588	0,304	Valid
X4_4	0,313	0,304	Valid
X4_5	0,711	0,304	Valid

Source: Processed data, 2022

Performance Variables consist of 6 question items and obtained results from 6 question items are all valid.

Table 5. Performance Validity Test Results

Question Items	r_{items}	r_{table}	Notability
Y_1	0,519	0,304	Valid
Y_2	0,514	0,304	Valid
Y_3	0,558	0,304	Valid
Y_4	0,386	0,304	Valid
Y_5	0,710	0,304	Valid
Y_6	0,395	0,304	Valid

Source: Processed data, 2022

2) Reliability Test

Reliability test as in the table below:

Table 6. Reliability Test Results

Variable	<i>Alpha Cronbach</i>	Criterion	Notability
Women's leadership	0,650	Alpha	Reliable
Discipline	0,828	Cronbach>	Reliable
Employee engagement	0,776	0,60 so	Reliable
Performance	0,761	reliable	Reliable

Source: Processed data, 2022

The results of reliability testing show that *Cronbach's Alpha* value is > 0.60 so it can be said that all question items of all variables are in a reliable or consistent state.

3) Classical assumptions

Based on the results of the analysis, it is known that the data obtained meet the tests of normality, heteroscedasticity, multicollinearity, and autocorrelation.

4) Path Analysis

From the results of reliability testing, it shows that Cronbach's Alpha value is > 0.60 so it can be said that all question items of all variables are in a reliable or consistent state.

Table 7. Regression Analysis Results of Equation 1

No	Model	Std. Error	Beta	t	Sig.
1	Women's Leadership → Work Engagement	0,137	0,645	4,891	0,000
2	Discipline → Work Engagement	0,108	0,120	0,912	0,367

Source: Processed data, 2022

Table 8. Results of Equation 2 Path Analysis

No.	Model	Std. Error	Beta	t	Sig.
1	Women's Leadership → Performance	0,143	0,295	2,549	0,015
2	Discipline → Performance	0,089	0,455	4,990	0,000
3	Work Engagement → Performance	0,134	0,315	2,805	0,008

Source: Processed data, 2022

Table 9. Results of Correlation Coefficient Analysis

No	Variable	Correlation Value	Sig	Notability
1	Women's leadership with performance	0,736	0,000	Strong
2	Discipline with performance	0,733	0,000	Strong
3	Women's leadership with engagement	0,704	0,000	Strong
4	Discipline with involvement	0,432	0,005	Strong enough
5	Engagement with performance	0,719	0,000	Strong

Source: Processed data, 2022

Based on table 9, the relationship or correlation between variables can be known as follows:

1. The relationship between female leadership and employee performance is strong with a correlation value of 0.736. This shows that there is a strong relationship between women's leadership and employee performance.
2. The relationship between discipline and employee performance is strong with a correlation value of 0.733. This shows that there is a strong relationship between discipline and employee performance.
3. The relationship between female leadership with employee engagement is strong with a correlation value of 0.704. This shows that there is a strong relationship between women's leadership and work engagement.
4. The relationship between discipline and employee engagement is quite strong with a correlation value of 0.432. This shows that there is a strong relationship between discipline and employee engagement.
5. The relationship between employee engagement and employee performance is strong with a correlation value of 0.719. This shows that there is a strong relationship between engagement and employee performance.

Table 11. Sobel Analysis Results

No	Variable	Correlation Value	Sig	Result
1	Women's leadership with engagement	2.103	0,035	Significant
2	Discipline with involvement	1,004	0,314	Insignificant

Discussion:

Results of Analysis of Direct Influence and Indirect Influence and Total Influence

1. Based on the results of the analysis of the influence of women's leadership on engagement listed in table 7, significant at 0.000 less than 0.05, that female leadership has a positive and significant influence on employee engagement. Women's leadership that can bridge all interests, both subordinates and organizations, will have an impact on increasing employee engagement in carrying out their duties. This can be done by improving women's leadership by 1) Bosses have empathy for employees. For example, treating employees equally and not discriminating, 2) Bosses have optimistic beliefs to be able to develop more advanced. For example, having a clear vision, mission and goals, 3) The boss has a clear mission in leading the organization in cooperative use. For example, the mission is conveyed to employees to understand their duties and functions.
2. Based on the results of the analysis of the effect of discipline on employee engagement listed in table 7, significant at 0.0367 more than 0.05, so that discipline has an insignificant positive influence on employee engagement. Fu (2015) states that job involvement is the level of work experienced by employees that affect self-esteem and performance. Saxena and Saxena (2015) explain that work involvement is related to individual psychology which is important for individual image.
3. Based on the results of the analysis of the influence of women's leadership on employee performance listed in table 8, significant at 0.015 less than 0.05, that female leadership has a positive and significant influence on employee performance. These results correspond to the research conducted by (Hariyono, 2018; Mayasari, 2016; Novera et al., 2020) which states that women's leadership has a positive and significant effect on performance. With well-created female leadership, employees will be able to provide optimal performance, cooperative employees will be confident so that employee performance will be achieved optimally. Sutianingsih et al., (2021) state that leadership has a positive and significant effect on employee performance.
4. Based on the results of the analysis of the effect of discipline on employee performance listed in table 8, significant at 0.000 less than 0.05, that discipline has a positive and significant influence on employee performance This result is following research conducted by (Hadiwijaya, 2017; Rasminto et al., 2020; Sanjaya et al., 2022; Yeremia & Nuridin, 2022) (Sanjaya et al., 2022) (Sutianingsih et al., 2021) which states that discipline has a significant effect on performance

5. Based on the results of the analysis of the effect of engagement on employee performance listed in table 7, significant at 0.008 less than 0.05, discipline has a positive and significant influence on employee performance. This result corresponds to the statement (Adhitama & Riyanto, 2020; Bakker, 2017; Fu, 2015; Saxena & Saxena, 2015) which reveals that employee engagement affects employee performance. Similarly, Sinambela & Palupi (2022) states that employee engagement has a significant influence on employee performance.
6. Based on the results of the analysis of the effect of female leadership on employee performance listed in table 11, through engagement obtained a value of 2.103 significant at 0.035 less than 0.05, so that female leadership mediated by employee engagement has a positive and significant influence on employee performance. The results of this study support the research conducted Lai et al. (2020) which states that employee engagement-mediated leadership affects employee performance.
7. Based on the results of the analysis of the effect of discipline on performance through employee engagement listed in table 11, a Sobel test value of 1,004 was obtained significantly at 0.314 more than 0.05, so that discipline mediated by employee engagement has an insignificant positive influence on employee performance. This suggests that employee engagement does not play a role in mediating the effect of discipline on employee performance. This can be done by increasing discipline by 1) Employees always increase the effective use of time. For example, finishing work before the deadline. 2) Employees always increase attendance when there is a meeting invitation. 3) Employees always increase their timely attendance at work. For example, coming to and from get off work on time. Good discipline will provide optimal performance, cooperative employees will feel valued so that employee performance will be achieved optimally.

5. Conclusion

Women's leadership has a positive and significant effect on employee engagement. Discipline has a positive and insignificant effect on employee engagement. Women's leadership has a positive and significant effect on performance. Discipline has a positive and significant effect on performance. Employee engagement has a positive and significant effect on performance. Women's leadership through employee engagement has a positive and significant effect on performance. Discipline through employee engagement has a positive insignificant effect on performance.

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