

Employee Engagement as a Moderating Variable of the Influence of Resonant Leadership on Employee Performance

Ahmad Abroza*¹, Teguh Setiawan Wibowo², Rieneke Ryke Kalalo³, Amelia Anwar⁴, Nety Kumalasari⁵

¹Sekolah Tinggi Ilmu Syariah Darul Ulum Lampung Timur, Indonesia

²STIE Mahardhika, Indonesia

³Universitas Kristen Indonesia Tomohon, Indonesia

⁴Universitas Mitra Indonesia, Indonesia

⁵Universitas Mitra Indonesia, Indonesia

Email: ahmadabroza@stisdulamtim.ac.id

Abstract

Keywords:

Employee Engagement, Resonant Leadership, Employee Performance

This research is a quantitative study with an explanatory approach. The data used in this study is primary data obtained by the researcher from 335 Mandala Finance employees spread throughout Indonesia. The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool. The result in this article show that The first hypothesis in this study aims to determine whether Resonant Leadership Style can have a positive relationship and a significant influence on Employee Performance variables. This is because the P-Values in this article are positive and have a value below the 0.05 significance level, namely 0.003. These results indicate that Resonant Leadership Style can make employees more obedient, more compliant, company targets and visions can be easily achieved, can make the company stable, and ultimately can improve Employee Performance.. However, the results in this study show even more significant results. The researchers believe this is because the selection of Resonant Leadership Style as an independent variable is different from the five studies above which only used General Leadership Style as an independent variable. In addition, the second hypothesis in this study can also be accepted because the P-Values are positive and below the significance level of 0.05, which is 0.000, which is more significant than direct testing. Based on this, it can be concluded carefully that employee involvement can also help and even strengthen the influence of the Employee Involvement variable on Employee Performance because employees who are increasingly involved in company activities can make employee skills increase so that if this is accompanied by a Resonant Leadership Style, it can make Employee Performance even more significantly increase.

INTRODUCTION

A leader is an individual who leads, and leadership is a trait that a leader must possess. Therefore, leadership is the ability to influence people to do or not do something (Fiorincia & Widayati, 2020). Leadership is influence, the art or process of influencing people so that they will strive to achieve group goals with will and enthusiasm (Prihartono et al., 2019). Northouse (2018) and Johnson (2017) in (Dien Sandra Rosuliana et al., 2022) think the same way in defining leadership. Northouse defines leadership as a process where an individual influences a group of individuals to achieve a common goal while Johnson sees leadership as a process of social influence where the leader is the person who delegates or influences others to act to carry out certain goals.

According to (Handoko, 2010), leadership is the ability of a person to influence others to work toward achieving goals and objectives. Meanwhile, (Santoso et al., 2020) defines leadership as the process of directing and influencing the work-related activities of group members. This

definition demonstrates that leadership uses influence aimed at improving the abilities of subordinates. Based on this definition, it can be concluded that leadership is an effort to influence others by providing encouragement and guidance in working together to pursue mutually agreed-upon goals.

According to (Amin, 2018) & (Marwansyah, 2012), operationally, leadership functions can be divided into five main functions, namely: a. Instructive Function: Where a leader functions as a communicator who determines the contents of the order, how to do a job, and where to do it so that decisions can be realized effectively. So the function of the person being led is only to carry out orders. b. Consultative Function: Where a leader can use the consultative function as two-way communication. This is used when the leader tries to make decisions that require consideration and consultation with the people he leads. c. Participatory Function: Where the leader tries to move the people he leads, both in decision-making and in implementing them. Each group member gets an equal opportunity to participate in carrying out activities outlined in the main tasks, according to their respective positions. d. Delegation Function: Where the leader gives authority to make or determine a decision. So that there is trust from a leader to the person who is entrusted with authority to carry it out responsibly. This function should be realized because the progress and development of the group cannot be realized by a leader alone. e. Control Function: Effective leadership must be able to optimally manage the activities of its members. In carrying out this function, leaders can achieve this through guidance, direction, coordination, and supervision.

Leadership style can be defined as behaviors designed to integrate organizational goals with individual goals to achieve specific goals (NIEL, 2013). Leadership style is a method used by a leader to influence the behavior of others. Each style has advantages and disadvantages. A leader will use a leadership style according to their abilities and personality (Depitra & Soegoto, 2018). According to (Erman & Fahroby, 2022), leadership style is a way for a leader to influence his subordinates. So, leadership style is similar to the selection and use of the right elements to achieve and improve organizational performance. Leadership style is a way for a leader to influence others or subordinates in such a way that the person is willing to carry out the leader's wishes to achieve organizational goals even though personally this may not be liked. Leadership style functions to influence, move, motivate and discipline others in their work so that each leader has a different leadership style from one leader to another, and each subordinate certainly has different perceptions of the existing leadership style (Nurahman, 2022).

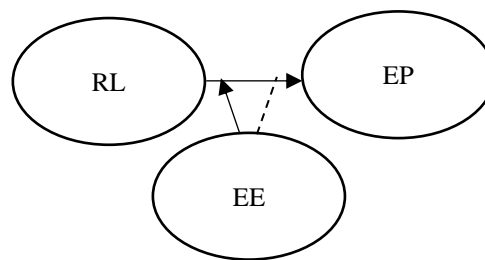
From a number of leadership literature, there are several leadership theories, including according to (Tanjung* & Frinaldi, 2023): a. Trait theory: Trait theory is a theory that questions what traits make someone a leader. From this theory it can be concluded that leaders are born. b. Group theory: Group theory is a theory in organizations that is used to achieve its goals, there must be a positive exchange between leaders and followers or subordinates. In this case, group theory is a shared theory. c. Situational theory: and contingency model This leadership study starts from the assumption that a person's leadership is determined by various situational factors and is interdependent with each other. d. Hersey's theory: and Blenchard This theory focuses on followers whose leadership is successfully achieved by choosing the right leadership style, depending on the level of readiness or maturity of their followers. e. Exchange Theory: Leader - Member Leaders create in-groups and out-groups, subordinates with in-group status have higher performance ratings, lower employee turnover rates and greater satisfaction with their superiors. f. Robert House's Path-Goal Theory Among the theories on leadership, the Path-Goal theory was

first proposed by (Rokib & Santoso, 2018), which has been continuously revised and transformed into a more sophisticated model including situational variables from individual and environmental variables, systematized. This is a theory that explains the pathways that influence subordinate satisfaction and performance according to how leadership behavior is given to subordinates using parameters and control variables (Sofyandi, 2008).

Based on the explanation regarding leadership styles above, researchers believe that Leadership Style can have a positive relationship direction and a significant influence on Employee Performance. There are a number of previous studies (H, 2021); (Fahmi Kamal, 2019); (Depitra & Soegoto, 2018); (Depitra & Soegoto, 2018) & (Rati Wulandari, 2019). Different from the research (H, 2021); (Fahmi Kamal, 2019); (Depitra & Soegoto, 2018); (Depitra & Soegoto, 2018) & (Rati Wulandari, 2019), this article uses a more unique Leadership Style variable, namely Resonant Leadership Style and researchers also add the Employee Engagement variable as a moderating variable.

METHODS

Figure 1
Model



Noted:

RL: Resonant Leadership

EP: Employee Performance

EE: Employee Engagement

The first figure above shows that the research in this article has slight differences from the five previous studies that served as the researcher's primary sources in forming hypotheses, modifying them, and proving them. The five previous studies are as follows (H, 2021); (Fahmi Kamal, 2019); (Depitra & Soegoto, 2018); (Depitra & Soegoto, 2018) & (Rati Wulandari, 2019). The difference lies in the use of the Independent variable, namely Resonant Leadership Style, where the previous study only used the Leadership Style variable. In addition, the researcher also added the Employee Engagement variable as a moderating variable. This research is a quantitative study with an explanatory approach. The data used in this study is primary data obtained by the researcher from 335 Mandala Finance employees spread throughout Indonesia. The data obtained by the researcher was analyzed using the smart PLS 4.0 analysis tool with the following hypothesis.

Hypothesis:

H1: The Influence of Resonant Leadership Employee Performance

H2: Employee Engagement Can Moderates The Influence of Resonant Leadership Employee Performance

RESULTS AND DISCUSSION

RESULT

Background Analysis

A leader is an individual who leads, and leadership is a trait that a leader must possess. Therefore, leadership is the ability to influence people to do or not do something (Fiorincia &

Widayati, 2020). Leadership is influence, the art or process of influencing people so that they will strive to achieve group goals with will and enthusiasm (Prihartono et al., 2019). Northouse (2018) and Johnson (2017) in (Dien Sandra Rosuliana et al., 2022) think the same way in defining leadership. Northouse defines leadership as a process where an individual influences a group of individuals to achieve a common goal while Johnson sees leadership as a process of social influence where the leader is the person who delegates or influences others to act to carry out certain goals.

According to (Handoko, 2010), leadership is the ability of a person to influence others to work toward achieving goals and objectives. Meanwhile, (Santoso et al., 2020) defines leadership as the process of directing and influencing the work-related activities of group members. This definition demonstrates that leadership uses influence aimed at improving the abilities of subordinates. Based on this definition, it can be concluded that leadership is an effort to influence others by providing encouragement and guidance in working together to pursue mutually agreed-upon goals.

According to (Amin, 2018) & (Marwansyah, 2012), operationally, leadership functions can be divided into five main functions, namely: a. Instructive Function: Where a leader functions as a communicator who determines the contents of the order, how to do a job, and where to do it so that decisions can be realized effectively. So the function of the person being led is only to carry out orders. b. Consultative Function: Where a leader can use the consultative function as two-way communication. This is used when the leader tries to make decisions that require consideration and consultation with the people he leads. c. Participatory Function: Where the leader tries to move the people he leads, both in decision-making and in implementing them. Each group member gets an equal opportunity to participate in carrying out activities outlined in the main tasks, according to their respective positions. d. Delegation Function: Where the leader gives authority to make or determine a decision. So that there is trust from a leader to the person who is entrusted with authority to carry it out responsibly. This function should be realized because the progress and development of the group cannot be realized by a leader alone. e. Control Function: Effective leadership must be able to optimally manage the activities of its members. In carrying out this function, leaders can achieve this through guidance, direction, coordination, and supervision.

Leadership style can be defined as behaviors designed to integrate organizational goals with individual goals to achieve specific goals (NIEL, 2013). Leadership style is a method used by a leader to influence the behavior of others. Each style has advantages and disadvantages. A leader will use a leadership style according to their abilities and personality (Depitra & Soegoto, 2018). According to (Erman & Fahroby, 2022), leadership style is a way for a leader to influence his subordinates. So, leadership style is similar to the selection and use of the right elements to achieve and improve organizational performance. Leadership style is a way for a leader to influence others or subordinates in such a way that the person is willing to carry out the leader's wishes to achieve organizational goals even though personally this may not be liked. Leadership style functions to influence, move, motivate and discipline others in their work so that each leader has a different leadership style from one leader to another, and each subordinate certainly has different perceptions of the existing leadership style (Nurahman, 2022).

From a number of leadership literature, there are several leadership theories, including according to (Tanjung* & Frinaldi, 2023): a. Trait theory: Trait theory is a theory that questions what traits make someone a leader. From this theory it can be concluded that leaders are born. b. Group theory: Group theory is a theory in organizations that is used to achieve its goals, there

must be a positive exchange between leaders and followers or subordinates. In this case, group theory is a shared theory. c. Situational theory: and contingency model This leadership study starts from the assumption that a person's leadership is determined by various situational factors and is interdependent with each other. d. Hersey's theory: and Blenchard This theory focuses on followers whose leadership is successfully achieved by choosing the right leadership style, depending on the level of readiness or maturity of their followers. e. Exchange Theory: Leader - Member Leaders create in-groups and out-groups, subordinates with in-group status have higher performance ratings, lower employee turnover rates and greater satisfaction with their superiors. f. Robert House's Path-Goal Theory Among the theories on leadership, the Path-Goal theory was first proposed by (Rokib & Santoso, 2018), which has been continuously revised and transformed into a more sophisticated model including situational variables from individual and environmental variables, systematized. This is a theory that explains the pathways that influence subordinate satisfaction and performance according to how leadership behavior is given to subordinates using parameters and control variables (Sofyandi, 2008).

Based on the explanation regarding leadership styles above, researchers believe that Leadership Style can have a positive relationship direction and a significant influence on Employee Performance. There are a number of previous studies (H, 2021); (Fahmi Kamal, 2019); (Depitra & Soegoto, 2018); (Depitra & Soegoto, 2018) & (Rati Wulandari, 2019). Different from the research (H, 2021); (Fahmi Kamal, 2019); (Depitra & Soegoto, 2018); (Depitra & Soegoto, 2018) & (Rati Wulandari, 2019), this article uses a more unique Leadership Style variable, namely Resonant Leadership Style and researchers also add the Employee Engagement variable as a moderating variable.

Validity Test

The data researchers obtained from 335 Mandala Finance employees in this study must first be validated to determine whether the data collected is accurate. To determine this with certainty, the following are the results of the validity test, which are included in this article (Ghozali, 2016).

Table 1
Validity Test

Variable	Question Item	Loading Factor
Resonant Leadership (X)	A Resonant Leadership Style can make employees comply.	0.921
	A Resonant Leadership Style can improve Employee Performance.	0.896
	A Resonant Leadership Style can help achieve company targets and vision.	0.942
	A Resonant Leadership Style can make a company run stably.	0.916
Employee Performance	Employee Performance can be influenced by a resonant	0.978

(Y)	leadership style.	
	Employee Performance can be influenced by Employee Engagement.	0.985
	Employee Performance can be influenced by a company's financial stability.	0.979
	Employee Performance can be influenced by achieving employee vision and targets.	0.981
Employee Engagement (Z)	Employee Engagement can influence Employee Performance.	0.996
	Employee Engagement can help a Resonant Leadership Style influence Employee Performance.	0.987

Validity Test > 0.70

Reliability Test

The next stage is the reliability test, which has a different function from the validity test. This stage serves to determine the reliability of each variable in the article, by ensuring that the composite reliability and Cronbach's alpha values are above the minimum value of 0.70 (Sarstedt et al., 2014).

Table 2
Reliability Test

Variable	Composite Reliability	Cronbach Alfa	Noted
Resonant Leadership	0.918	0.888	Reliable
Employee Performance	0.958	0.910	Reliable
Employee Engagement	0.989	0.935	Reliable

Reliability Test > 0.70

DISCUSSION

Path Coefisien

The final stage, which culminates in a discussion about whether the hypotheses used in this article are acceptable and meet the researcher's expectations, can be determined at this stage. Based on this, the following are the results of the path coefficient test in this article, which will indicate whether the two hypotheses in this article are acceptable or not (Hair, 2010).

Table 3
Path Coefisien

Direct Influence	Variable	P-Values	Noted
	RL->EP	0.003	Accepted

Indirect Influence	EE*RL->EP	0.000	Accepted
--------------------	-----------	-------	----------

Significant Level < 0.05

The first hypothesis in this study aims to determine whether Resonant Leadership Style can have a positive relationship and a significant influence on Employee Performance variables. This is because the P-Values in this article are positive and have a value below the 0.05 significance level, namely 0.003. These results indicate that Resonant Leadership Style can make employees more obedient, more compliant, company targets and visions can be easily achieved, can make the company stable, and ultimately can improve Employee Performance. These results are in line with a number of previous studies, namely (H 2021); (Fahmi Kamal 2019); (Depitra and Soegoto 2018); (Depitra and Soegoto 2018) & (Rati Wulandari 2019). However, the results in this study show even more significant results. The researchers believe this is because the selection of Resonant Leadership Style as an independent variable is different from the five studies above which only used General Leadership Style as an independent variable. In addition, the second hypothesis in this study can also be accepted because the P-Values are positive and below the significance level of 0.05, which is 0.000, which is more significant than direct testing. Based on this, it can be concluded carefully that employee involvement can also help and even strengthen the influence of the Employee Involvement variable on Employee Performance because employees who are increasingly involved in company activities can make employee skills increase so that if this is accompanied by a Resonant Leadership Style, it can make Employee Performance even more significantly increase. Based on this, it can be concluded that the first and second hypotheses in this study can be accepted and proven.

CONCLUSION

The first hypothesis in this study aims to determine whether Resonant Leadership Style can have a positive relationship and a significant influence on Employee Performance variables. This is because the P-Values in this article are positive and have a value below the 0.05 significance level, namely 0.003. These results indicate that Resonant Leadership Style can make employees more obedient, more compliant, company targets and visions can be easily achieved, can make the company stable, and ultimately can improve Employee Performance. These results are in line with a number of previous studies, namely (H 2021); (Fahmi Kamal 2019); (Depitra and Soegoto 2018); (Depitra and Soegoto 2018) & (Rati Wulandari 2019). However, the results in this study show even more significant results. The researchers believe this is because the selection of Resonant Leadership Style as an independent variable is different from the five studies above which only used General Leadership Style as an independent variable. In addition, the second hypothesis in this study can also be accepted because the P-Values are positive and below the significance level of 0.05, which is 0.000, which is more significant than direct testing. Based on this, it can be concluded carefully that employee involvement can also help and even strengthen the influence of the Employee Involvement variable on Employee Performance because employees who are increasingly involved in company activities can make employee skills increase so that if this is accompanied by a Resonant Leadership Style, it can make Employee Performance even more significantly increase. Based on this, it can be concluded that the first and second hypotheses in this study can be accepted and proven.

REFERENCES

- Amin, M. H. (2018). *Kapasitas Sumber Daya Manusia dan Pemanfaatan Teknologi Informasi Konsekuensinya Pada Kinerja Karyawan*. Gramedia Pustaka Utama.
- Depitra, P. S., & Soegoto, H. (2018). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan. *Majalah Ilmiah UNIKOM*, 16(2), 185–188.

<https://doi.org/10.34010/miu.v16i2.1361>

- Dien Sandra Rosuliana, Afira Arum Salsabila, Rita Amelia, & Riyan sisiawan Putra. (2022). Pengaruh Gaya Kepemimpinan Dan Kepuasan Kerja Terhadap Kinerja Karyawan Pt. Nutrifood Indonesia Di Surabaya. *EKOMA : Jurnal Ekonomi, Manajemen, Akuntansi*, 2(1), 190–194. <https://doi.org/10.56799/ekoma.v2i1.1159>
- Erman, N., & Fahroby, A. (2022). Pengaruh Gaya Kepemimpinan Terhadap Kinerja Karyawan Pada Pt. Rusindo Expertiza Inspekciya Pekanbaru [INSTITUT AGAMA ISLAM NEGERI SURAKARTA]. In *MAPAN: Jurnal Manajemen* <https://jurnal.institute-ehmri.ac.id/index.php/mapan/article/view/108%0Ahttps://jurnal.institute-ehmri.ac.id/index.php/mapan/article/download/108/85>
- Fahmi Kamal. (2019). PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN (Studi Kasus : PT Agung Citra Tranformasi). *Jurnal Ilmiah Akuntansi Dan Manajemen (JIAM)*, 15(2), 38–49.
- Fiorincia, & Widayati, N. (2020). Pengaruh Gaya Kepemimpinan , Beban Kerja , Dan Job Insecurity Terhadap Turnover Intention Karyawan. *Jurnal Ilmu Manajemen*, 1(1), 1–7.
- Ghozali, I. (2016). *Aplikasi analisis multivariete dengan program (IBM. SPSS)*. Univrsitas Dipenogoro.
- H, M. (2021). *PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA PEGAWAI DI KANTOR DINAS KESEHATAN KABUPATEN PINRANG*. UNIVERSITAS HASANUDDIN MAKASSAR.
- Hair. (2010). *Multivariate Data analysis, Seventh Editions*. New Jersey.
- Handoko. (2010). *Manajemen Personalia & Sumberdaya Manusia*. BPFE UGM.
- Marwansyah. (2012). *Manajemen Sumber Daya Manusia*. Alfabeta.
- NIEL, H. M. (2013). PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA PEGAWAI PADA DINAS PERHUBUNGAN KOTA MAKASSAR [UNIVERSITAS ISLAM NEGERI (UIN) ALAUDDIN MAKASSAR]. In *Skripsi*. <https://repository.ung.ac.id/skripsi/show/931409087/pengaruh-gaya-kepemimpinan-terhadap-kinerja-pegawai-pada-perpustakaan-daerah-kabupaten-gorontalo.html>
- Nurahman, N. (2022). Pengaruh Motivasi Kerja Dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Serta Dampaknya Pada Kinerja Pegawai Kantor *SEIKO : Journal of Management & Business*, 5(1), 356–371. [http://repository.univ-tridinanti.ac.id/5423/%0Ahttp://repository.univ-tridinanti.ac.id/5423/6/Tesis Bab 1.pdf](http://repository.univ-tridinanti.ac.id/5423/%0Ahttp://repository.univ-tridinanti.ac.id/5423/6/Tesis%20Bab%201.pdf)
- Prihartono, P., Theresia, T., & Mayangsari, S. (2019). Pengaruh Integritas, Objektivitas, Dan Kompetensi Auditor Internal Terhadap Efektivitas Audit Internal Dengan Gaya

- Kepemimpinan Demokrasi Sebagai Variabel Moderasi Pada Inspektorat Jenderal Kementerian Dalam Negeri. *Jurnal Magister Akuntansi Trisakti*, 5(1), 63–88.
<https://doi.org/10.25105/jmat.v5i1.5077>
- Rati Wulandari. (2019). PENGARUH GAYA KEPEMIMPINAN TERHADAP KINERJA KARYAWAN DENGAN LOCUS OF CONTROL SEBAGAI VARIABEL MODERATING. 255, (5)2, مجلة العربية, ???
- Rokib, M. N., & Santoso, D. (2018). Pengaruh Gaya Kepemimpinan Partisipatif Dan Komunikasi Organisasi Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Riset Ekonomi Dan Bisnis*, 11(2), 108.
<https://doi.org/10.26623/jreb.v11i2.1080>
- Santoso, P. B., Tukiran, M., Hyun, C. C., Wijayanti, L. M., Asbari, M., & Purwanto, A. (2020). Review Literatur: Pengembangan Sumber Daya Manusia dan Pendidikan dalam Rangka Meningkatkan Pertumbuhan Ekonomi. *Journal of Engineering and Management Science Research (JIEMAR)*, 1(2), 276–285.
<https://journals.indexcopernicus.com/search/article?articleId=2661001>
- Sarstedt, M., M. Ringle, C., Smith, D., Reams, R., & Hair Jr, J. F. (2014). Partial least squares structural equation modeling (PLS-SEM): A useful tool for family business researchers. *Journal of Family Business Strategy*, 5(1), 105–115.
- Sofyandi, H. (2008). *Manajemen Sumber Daya Manusia*.
- Tanjung*, A., & Frinaldi, A. (2023). Pengaruh Kepemimpinan terhadap Kepuasan Kerja. *JIM: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah*, 8(2), 506–518.
<https://doi.org/10.24815/jimps.v8i2.24713>