

## The Role of Leadership Style and Social Work Environment Toward *Employee Engagemat* Bank Mandiri Ujung Menteng Branch

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### Abstract

This study aims to analyze the role of leadership style and social work environment on Employee Engagemat Bank Mandiri Ujung Menteng branch. In this study, there are two independent variables, namely leadership style and social work environment to test their role on the dependent variable, namely Keterlibatan Karyawan. The population of this research is the employees of Bank Mandiri Ujung Menteng branch, totaling 35 people. Sampling with saturated sampling method, so that the entire population is used as a sample of 35 respondents, . The data collection technique was using a questionnaire with SPSS version 25. The analytical tool used was multiple linear regression test.

The results showed that: Leadership style has a negative and significant effect on Employee Engagement, while the social work environment has no significant effect on Employee Engagement. The results of the test of the coefficient of determination between the variables of leadership style and social work environment on Employee Engagement are 53.6%, and there are other factors of 46.4% influenced by other variables outside of this study. So it is recommended for further researchers to add independent variables that have not been studied. And the application of leadership style at Bank Mandiri Ujung Menteng branch with achievement-oriented leadership style.

Keywords: Leadership Style, Social Work Environment and Employee Engagement

## INTRODUCTION

At this time banking in Indonesia is experiencing enormous challenges, competition between banks requires each bank to move quickly to follow the development of digitalization, develop strategies to raise funds and dominate market share and win the competition in interest rates. This challenge is also faced by Bank Mandiri. In the face of great challenges, Bank Mandiri needs to prepare superior and competitive Human Resources to improve the company's unfavorable performance. So Bank Mandiri needs to pay attention to the management of Human Resources which is structured to support employees in their work so that employees are expected to bring out their best abilities at work,

demonstrate their involvement and attachment to Bank Mandiri. The term attachment is better known as engagement.

Employees with a high level of engagement are expected to have a high emotional attachment to the company. This emotional attachment means that employees will stay in the company, care about the quality of their work and ultimately have a positive impact on the company. According to Hewitt (2015), a human resource consulting organization states that the level of employee engagement in a company has significant financial implications. There is a relationship between a high level of engagement with the company's financial performance. Every 5% increase in engagement will increase the company's financial performance by 3%.

The phenomenon that occurs at the Ujung Menteng branch of Bank Mandiri, there are several employees who show a less engaged attitude such as not enthusiastic at work, less involved in business strategies, looking relaxed and less enthusiastic, and busy doing things that are less productive during working hours. This causes delays in the settlement of customer complaints, delays in sending routine reports, and several targets are not achieved optimally. In addition, there are problems related to the relationship between employees where there are some employees experiencing difficulties

communicate opinions to the leadership. This of course has an impact on uncomfortable working conditions and information about the obstacles faced by employees is not conveyed to the leadership so that it can have an impact on achieving the performance of the Ujung Menteng branch which is less than optimal.

According to Hasibuan (2017), leadership style is the way a leader influences the behavior of his employees, so that they work productively to achieve company goals. Employees who have positive interactions with their superiors will experience increased employee engagement. Therefore, a leader is needed who plays a role in creating employee engagement, so that through the engagement of employees and the company, employees will exert their best abilities to achieve company goals.

Furthermore, the Ujung Menteng branch of Bank Mandiri must create a social environment in which good relations are established between employees and employees and leaders. The social work environment is one of the important components to increase Employee Engagement. Work situations that do not support each other, poor communication between leaders and employees can be the reason employees do not bring out their best abilities. The level of comfort in work can be created through a mutually supportive and respectful social work environment.

In addition to the observations stated above, there is also a research gap related to leadership style and social work environment on employee engagement. The following are some research gaps related to leadership style and social work environment on Employee Engagement. The results of Anggreana's research (2016) state that leadership has a significant positive effect on employee engagement, while according to Rahma, et al. (2019) shows that leadership has no significant effect on employee engagement. Gunawan, et al. (2019) stated that there was an effect of the social work environment on employee engagement, while Budiarta, (2020) stated that the work environment had no significant effect on employee engagement.

Based on the phenomena that occur and there is a research gap that has been stated above, the researchers are interested in further analyzing the "Role of Leadership Style and Social Work Environment on Employee Involvement in Employees of Bank Mandiri Ujung Menteng Branch"

Formulation of the problem

Based on the background that has been stated above, the research problems can be formulated as follows: 1). Does leadership style play a role in employee involvement at Bank Mandiri Ujung Menteng Branch? 2). Does the Social Work Environment play a role in employee involvement at Bank Mandiri Ujung Menteng Branch? 3). Do leadership style and social work environment simultaneously play a role in employee involvement at Bank Mandiri Ujung Menteng Branch?

## Research purposes

Based on the formulation of the problem above, the objectives to be achieved in this study include: 1). To analyze the role of Leadership Style on Employee Engagement at Bank Mandiri Ujung Menteng Branch. 2). To analyze the role of the Social Work Environment on Employee Engagement at Bank Mandiri's Ujung Menteng Branch. 3). To analyze the role of Leadership Style and Social Work Environment simultaneously on Employee Engagement at Bank Mandiri Ujung Menteng Branch.

## Benefits of research

The benefits and uses of research that are expected from this research include: 1). For Companies: Can be input for information for companies to increase Employee Engagement through Leadership Style and Social Work Environment. 2). For Academics: Can be a contribution of knowledge and complement previous research in the discussion of Leadership Style, Social Work Environment and Employee Involvement in the company. 3). For Writers: Can add insight to the theories obtained during lectures, especially about the Role of Leadership Style and Social Work Environment on Employee Engagement which can be applied to the world of work faced by the author.

## THEORITICAL REVIEW

### Understanding Employee Engagement

Kahn (1990) first defined employee engagement as "Being fully physically cognitively and emotionally connected with their work roles". Kahn defines Employee Engagement as employees who are fully connected physically, cognitively and emotionally with their work. Physically connected in Employee Engagement means involving how much energy employees use to complete their tasks. Cognitively connected means involving employees' trust in the company, leaders and working conditions. While being emotionally connected means involving employees' feelings towards the three things above, whether employees are positive or negative towards the company and its leaders. Meanwhile, according to Mercer (2011) Employee Engagement is a commitment or motivation, referring to the psychological condition of employees who have concern for the success of their company and show higher performance results than expected.

### Employee Engagement Dimension

Schaufeli (2013) explains that employee engagement can be measured through three dimensions, namely: 1). Dimension of Vigor or spirit. Vigor is an aspect that is characterized by a high level of mental strength and resilience at work, a desire to try earnestly in work, persistent in the face of difficulties. 2). Dimensions of dedication or dedication. Dedication is characterized by a meaningful feeling, enthusiasm, inspiration and pride in work. 3). Dimensions of absorption or absorption. Absorption is characterized by a deep concentration or interest in being immersed in work, time seems to pass so quickly and individuals find it difficult to get away from work so that they forget everything around them.

### Factors Affecting Employee Engagement

According to Anita (2014) there are seven factors that encourage employee involvement, namely the work environment, leadership, team and co-worker relations, training and career development, compensation and remuneration, policies, company structures and systems, and the last is welfare at work, but This research limits and focuses on the factors of leadership style and social work environment

### Definition of Leadership

Path-goal theory explains the impact of leader behavior on employee motivation, satisfaction and performance. Path-goal theory helps understand and predict leadership effectiveness in various situations. The main proposition of this path-goal according to House and Mitchell in Sagala (2018) emphasizes that leader behavior will increase employee motivation as far as (1) the leader satisfies the needs of the employees associated with effective work implementation; (2) the leader provides the necessary training, guidance and support, otherwise there will be shortages. Leaders have a number of ways to influence their employees and most importantly the leader's ability to reward and explain what employees must do to achieve those rewards.

### **Leadership Style Dimensions**

The dimensions of leadership style according to Path Goal theory are broadly as follows: 1). Directive Leadership is a leadership style that provides guidance or direction to employees by setting performance standards and deadlines for completion. 2). Supportive Leadership is a leadership style that emphasizes cooperation, peer-to-peer relations, working atmosphere and giving awards to employees. 3). Participative Leadership is a leadership style by giving participation ideas to employees. 4). Achievement-oriented leadership is giving challenges to employees to achieve the highest.

### **Understanding Work Environment**

According to Sofyan (2013) the work environment is everything that is around the employee that affects him in carrying out and completing the tasks assigned to him in an area.

According to Siagian (2014) broadly speaking, there are two types of work environments, namely: 1). Physical Work Environment is a physical form that includes everything from company facilities that can affect employees in carrying out work or activities. 2). Non-Physical / Social Work Environment is a pleasant work environment in the sense of creating a harmonious working relationship between employees and superiors because basically humans work not only for money but are activities that aim to achieve satisfaction. The non-physical (social) work environment cannot be captured by the five human senses but can be felt by feelings, for example between employees and leaders.

#### **Social Work Environment**

The social work environment is a work environment that cannot be ignored because it involves a relationship, both between superiors and employees and between fellow employees. According to Sedarmayanti (2011) the social work environment (non-physical) is all conditions that occur related to work relations, both relationships with superiors, fellow co-workers and employees.

### **Dimensions of Social Work Environment**

Siagian (2014) revealed that the social work environment consists of several dimensions, namely: 1). The peer-to-peer relationship is a harmonious working relationship with co-workers and without mutual intrigue among co-workers. One of the factors that can influence employees to stay in the company is a harmonious and familial working relationship. 2). The relationship between superiors and employees must be maintained properly and there must be mutual respect between superiors and employees. By respecting each other, it will lead to respect between each individual. 3). Cooperation between employees must be maintained properly because it affects the work they complete. If the cooperation between employees can be well established, employees can complete work on time efficiently and effectively.

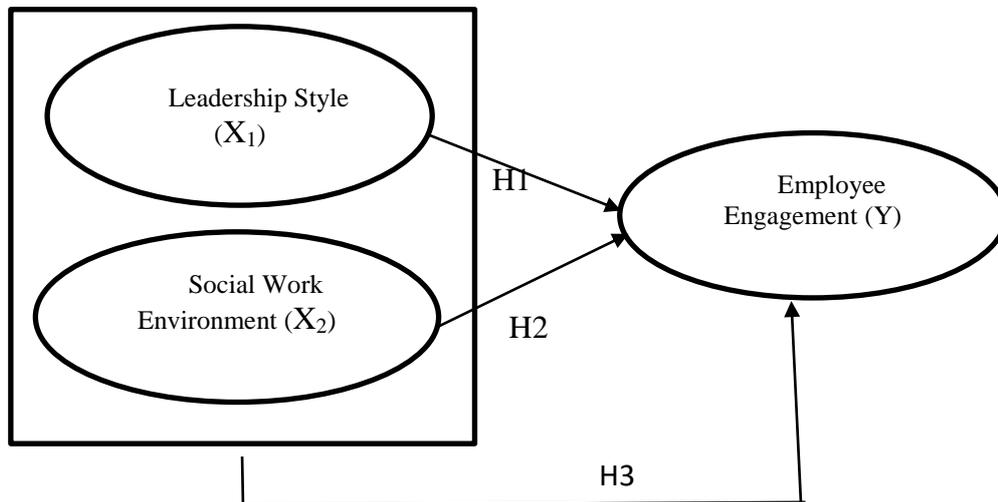
### **Previous Research**

Previous research relevant to this research, among others: according to Anggarena (2016) stated that leadership has a significant positive effect on employee engagement. Meanwhile, according to Rahma (2019), leadership has no effect on employee engagement and the work environment has a significant positive effect on employee engagement. Zhao and Sheng (2019) stated that charismatic leadership has a significant positive correlation with employee engagement, authoritarian leadership has a significant negative correlation with employee engagement. Gunawan (2019) the work environment has a significant positive effect on employee engagement. Budiarta (2020) the work environment has no effect on employee engagement. Antony (2019) work environment and leadership have a significant positive effect on employee engagement.

### **Research Thinking Framework**

The thinking framework is based on several theories that have been processed by the author, which describes two variables that affect employee engagement, namely leadership style and social work environment, the framework of thought in this study can be described as follows:

**Picture 1**  
**Research Framework**



**Table 1.**  
**Indicators of each variable**

<b>Leadership Style</b>	<b>Social Work Environment</b>	<b>Employee Engagement</b>
1.Directive Leadership.	1. Peer-level relationships	1. Vigor
2.Supportive Leadership.	2.Boss-employee relationship	2. Dedication
3.Kepemimpinan Partisipatif.	3.Cooperation between employees	3. Absorption
4.Achievement-oriented leadership		
Sagala (2018)	Siagian (2014)	Schaufeli (2013)

**Research Hypothesis:**

Based on the problems described above, the following hypothesis is proposed:

**Influence of leadership style on employee engagement**

Research conducted by Anggreana (2016) shows that leadership has a significant positive effect on employee engagement. Based on this research, the hypotheses proposed in this study are: H1: It is suspected that there is a role for leadership style on employee involvement at Bank Mandiri Ujung Menteng Branch.

**Effect of social work environment on employee engagement**

Research conducted by Gunawan, et al. (2019) shows that there is an influence of the social work environment on employee engagement. Based on this research, the hypotheses proposed in this study are:

H2: It is suspected that there is a role for the Social Work Environment on Employee Engagement at Bank Mandiri Ujung Menteng Branch.

Influence of leadership style and work environment on employee engagement

Research conducted by Antony (2019) shows that the work environment and leadership have a significant effect on employee engagement (Employee Engagement) based on this research, so the hypothesis proposed in this study is: H3: It is suspected that there is a role for Leadership Style and Social Work Environment on Employee Engagement. Bank Mandiri Ujung Menteng Branch.

## RESEARCH METHODS

### Research design

According to Sugiyono (2018) the research method is a scientific way to obtain data with certain goals and uses. In this study, the authors used descriptive research. Descriptive method is a method used to determine the nature and deeper influence between 2 variables by observing more specific aspects in order to obtain data that is in accordance with the problems that exist in the research objectives. This research includes causal associative research with the aim of knowing the effect between two or more variables by using a quantitative method approach. Quantitative methods called positivistic methods are used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative, with the aim of testing predetermined hypotheses.

This study uses two types of variables, namely independent variables and related variables. Researchers also use validity tests to determine whether the research measuring instrument is valid. Data collection in this study was obtained by using a questionnaire survey technique to respondents and the data obtained were processed by statistical models using the Statistical Package for Social Science (SPSS) version 25 program.

### Variable Operational and Analysis Unit

The unit of analysis that became the respondents were employees of PT. Bank Mandiri (Persero) Tbk Ujung Menteng branch, East Jakarta. According to Sugiyono (2018), operational research variables are attributes or properties or values of objects or activities that have certain variations that have been determined by researchers to be studied and then drawn conclusions. The variables in this study consisted of the dependent variable and the independent variable.

### Dependent variable

Sugiyono (2018) suggests the dependent variable as the dependent variable, namely the variable that is influenced or which is the result of the independent variable. In this study, the dependent variable is the level of employee involvement of PT. Bank Mandiri (Persero) Tbk Ujung Menteng branch by using the dimensions of the theory of Schaufeli (2013), namely: 1). Vigor: namely the high level of mental strength and resilience in employees at work, the desire to try really hard at work, persistent in the face of difficulties. With indicators: a). Full of energy and enthusiasm, b). Tenacious and diligent in work, c). Contribute. 2). Dedication: Employees have a meaningful sense of enthusiasm, inspiration and pride in their work. With the following indicators: a). The importance of work, b). Enthusiasm in work, c). Proud of work, d). Challenged at work. 3). Absorption: Employees have a deep concentration or interest to be immersed in work, time seems to pass so fast and individuals find it difficult to get away from work so they forget everything around them. With the following indicators: a). Dissolved at work, b). Happy to work intensely, c). Get carried away at work

### Independent variable

Sugiyono (2018) suggests independent variables as independent variables, namely variables that influence or cause changes or the emergence of the dependent variable (dependent). In this study the independent variables are:

### Leadership style (X1)

In this study, the dimensions of leadership style using the Path Goal theory in Sagala (2018) are: a). Directive Leadership, with the following indicators: 1). The boss gives the task clearly, 2). Strict work

procedures, 3). One-way communication. b). Supportive Leadership. With the following indicators: 1). Two-way communication, 2). Shows concern for employees 3). Good relationship with employees, 4). Bosses create good communication. c). Participative Leadership. With indicators as follows: 1). Superiors involve members in making decisions, 2). Opportunity to discuss work related, 3). Together to develop a work plan, 4). Using employee roles as a communication tool. d). Achievement-oriented leadership. With the following indicators: 1). Open career opportunities, 2). Reducing frustration barriers, 3). Can do the task in their own way, 4). Helping employees

### **Social Work Environment (X2).**

In this study, the dimensions of the work environment use the opinion of Siagian (2014) which divides the social work environment into 3, namely: a). Peer-to-peer relations. With the following indicators: 1). Good relationship with co-workers, 2). Sharing information. b). The relationship between superiors and employees. with the following indicators: 1). Good communication with superiors, 2). Bosses are easy to talk to. c). Cooperation between employees. must be well maintained. With the following indicators: 1). Colleagues help each other, 2). I help co-workers, 3). My co-workers helped me.

### **Population**

In this section, the population, sample and sampling technique will be explained. According to Sugiyono (2018), the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. The population for this study were employees of PT. Bank Mandiri (Persero) Tbk Ujung Menteng branch totaling 35 employees.

### **Sample**

Sugiyono (2018) explains that the sample is part of the number and characteristics possessed by the population. The sampling technique in this study is saturated sampling, which is sampling where the number of samples is the same as the total population, which is a number of 35 employees.

### **Data Types and Sources**

This section will explain the types and sources of data used in this study. The type of data used is quantitative data. According to Sugiyono (2018) on quantitative methods, research data are in the form of numbers and analysis using statistics. The data sources used in this study are primary sources, namely data sources that directly provide data to data collectors. In this study, data were obtained directly through distributing questionnaires to respondents, namely employees of PT Bank Mandiri (Persero) Tbk Ujung Menteng branch.

### **Method of collecting data**

Data were collected in the form of responses to the statements contained in the research questionnaire. Questionnaire answers are scored on a Linkert scale with 5 weights where respondents only choose the most appropriate answer.

**Table 2**  
**Grouping based on Likert scale**

<b>Research</b>	<b>Weight</b>
Strongly agree (SS)	5
Agree (S)	4
Doubtful (RG)	3
Don't agree (TS)	2
Strongly disagree (STS)	1

Sumber: Sugiyono (2018)

**Validity and Reliability Testing**

This study uses a questionnaire and primary data so it is necessary to test the validity and reliability of the instrument data.

Validity test is used to measure whether the instrument is appropriate and can be used as a measuring tool. Sugiyono (2018) says that a valid instrument means that the measuring instrument used to obtain the data is valid. Valid means that the instrument can be used to measure what it is supposed to measure.

In this study using 35 respondents. To obtain the value of  $r$  table and variable X (Leadership style and work environment) and variable Y (Employee Involvement), with a total score ( $r$  critical) of 0.3. If the item score  $>$  total score (critical  $r$ ), then the statement items from the questionnaire that were tested on 35 respondents are valid. From the results of the validity test using the SPSS version 25 program. That the statement items from the questionnaire that were tested as a whole were declared valid

Reliability Test according to Sugiyono (2018) says that a reliable instrument is an instrument which when used several times to measure the same object will produce the same data. Reliability test is used to determine whether a research instrument is consistent in providing an assessment of what is being measured. In measuring the reliability of the variables in this study using the Alpha Cronbach technique. The basis for decision making on the internal consistency of Cronbach's Alpha are: If the results of the Alpha coefficient  $>$  a significant level of 60% or 0.6 then certain questionnaires are reliable, and vice versa.

In this study, researchers took 35 respondents to conduct a reliability test on the variables of Leadership Style (X1), Work Environment (X2) and Employee Involvement (Y) using Cronbach's Alpha value. Researchers used SPSS version 25 by comparing the Cronbach's Alpha value with a significance level of 0.6 for each variable. The results of the reliability test showed that all variables were reliable. As shown in Table 3 below:

**Table 3**  
**Reliability Test Results**

Variable	Cronbach" Alpha	N of items
Employee Engagement (Y)	0,964	15
Leadership Style (X1)	0,933	21
Social Work Environment (X2)	0,955	7

Source of Processing Results SPSS (2022)

**Research Results and Discussion****Description of Research Object**

With the Spirit of Prospering the Nation, Bank Mandiri has a long-term vision in 2020 -2024 which is "Become Your Main Financial Partner of Choice" with the description of the vision as follows: a). Commitment to building long-term relationships based on trust with both business and individual customers. b). Take an active role in driving long-term and consistent growth for shareholders. To support this vision, Bank Mandiri has set Bank Mandiri's mission, namely "Providing Reliable and Simple Digital Banking Solutions That Become Part of Customers' Lives." With the following description: a). Oriented to meet market needs, b). Develop professional resources, c). Provide maximum benefits to stakeholders, d). Doing open management, e). Caring for the interests of society and the environment.

**Research Respondent Profile**

Respondents in this study as many as 35 employees who are employees of Bank Mandiri branch offices. The distribution of the respondent's profile is divided into gender, age, length of work and status of permanent or contract employees.

**Table 4.**  
**Respondent's Gender**

<b>Gender</b>	<b>Amount</b>	<b>Percentage</b>
Man	10	28,6%
Woman	25	71,4%
<b>Total</b>	<b>35</b>	<b>100%</b>

Based on Table 4. it can be seen that the majority of respondents in this study were female, with a percentage of 71.4% (25 respondents) and the rest were male with a percentage of 28.6% (10 respondents).

**Table 5**  
**Respondent Age**

<b>Age</b>	<b>Amount</b>	<b>Percentage</b>
<24 Year	1	2,8%
24-35 Year	12	34,3%
>35 Year	22	62,9%
<b>Total</b>	<b>35</b>	<b>100%</b>

Based on Table 5, it can be seen that the majority of respondents in this study have an age range above 35 years with a percentage of 62.9% (22 respondents) and the remaining 2.8% (1 respondent) for respondents aged under 24 years, and age 24. -35 years old with a percentage of 34.3% (12 respondents).

**Table 6**  
**Respondents Working Length**

<b>Length of work</b>	<b>Amount</b>	<b>Percentage</b>
Under 2 Years	0	0
2-5 Years	5	14,3%
6-10 Years	7	20%
Over 10 Years	23	65,7%
<b>Total</b>	<b>35</b>	<b>100%</b>

Based on Table 6 above, it can be seen that the majority of respondents in this study had a working period of more than 10 years, which was 65.7% (23 respondents). The rest have a length of work between 2-5 years with a percentage of 14.3% (5 respondents) and a length of work 6-10 years by 20% (7 respondents).

**Table 7**  
**Employee status**

<b>Employee status</b>	<b>Amount</b>	<b>Percentage</b>
Permanent	33	94,3%
Contract	2	5,7%
<b>Total</b>	<b>35</b>	<b>100%</b>

Based on Table 7 above, it can be seen that the majority of respondents are permanent employees with a percentage of 94.3% (33 respondents) and the remaining 5.7% (2 respondents).

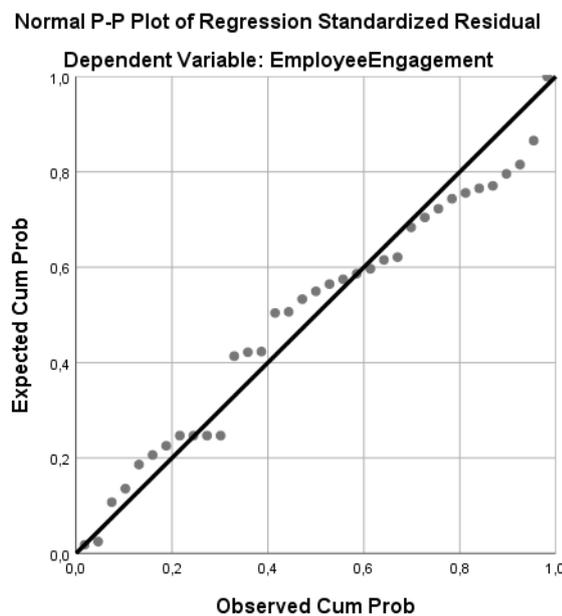
### Classic assumption test

Before testing the hypothesis, the classical assumption is tested first. This test aims to detect the assumptions in the multiple regression model and to interpret the data to make it more relevant in analyzing.

### Normality test

The normality test of the data was carried out to see whether the independent and dependent variables had a normal distribution.

**Graph 1**  
**Normality test**



Source: Data processed by SPSS 2022

Based on graph 1. the normal probability plot graph and histogram graph can be concluded that the normal probability plot graph shows the dots spread around the plot line and follow the direction of the diagonal line. The graph shows that the regression model is feasible because it fulfills the assumption of normality.

### Autocorrelation Test

This test is to determine whether or not there is a correlation between one confounding factor with another (non-autocorrelation). To test the autocorrelation, the Durbin Watson test was used, namely by looking at the number of samples studied and then looking at the number of provisions in the Durbin Watson table. From the research data, calculations were carried out with the help of SPSS with the following results:

**Table 8.**  
**Autocorrelation Test Results**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,750 <sup>a</sup>	,563	,536	1,17238	2,105

a. Predictors: (Constant), LK, GK

b. Dependent Variable: EmployeeEngagement

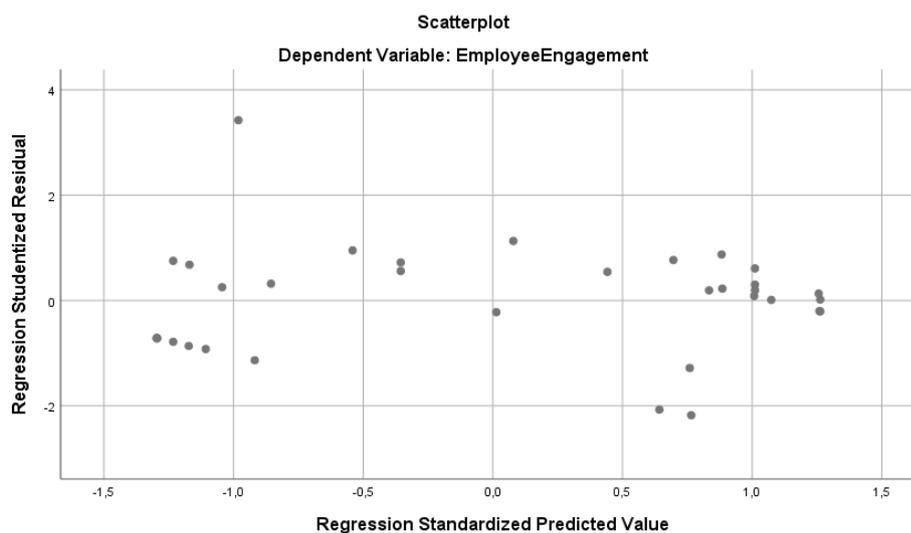
Source: Data processed by SPSS 2022

Based on table 8, it is known that Durbin Watson is 2.105, thus it can be seen that the results of this study have no autocorrelation on the variables of Leadership Style (X1), Social Work Environment (X2) and Employee Involvement (Y).

### Heteroscedasticity Test

Heteroscedasticity test is used to test whether in a regression model there is an inequality of variance values. A good regression model is that there is no heteroscedasticity. Ghazali (2018). This is illustrated by the Scatterplot graph in this study seen in Figure 2 below:

**Graph 2**  
**Heteroscedasticity Test Results**



Based on the graph 2, it can be seen that the points do not form a clear pattern and spread above and below the number 0. So it can be concluded that there is no heteroscedasticity problem in the regression model.

### Multicollinearity Test

Multicollinearity test was conducted to determine whether or not there was a deviation from the classical assumption, namely the linear relationship between the independent variables in the regression model. A good regression model does not have a correlation between the independent variables. Multicollinearity can be seen from the tolerance value and the Variant Inflation Factor (VIF) value. The results of the Multicollinearity test are shown in table 5 below:

**Table 9**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics
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	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14,876	1,942		7,658	,000		
GK	-,081	,038	-,464	-2,163	,038	,297	3,370
LK	-,159	,107	-,317	-1,478	,149	,297	3,370

a. Dependent Variable: EmployeeEngagement

From the test results in table 9, it shows that in this study there is no correlation between the independent variables. It can be seen in the VIF value of  $3.370 < 10$  and the tolerance value of  $0.297 > 0.1$  so it can be concluded that there is no symptom of multicollinearity between independent variables in the regression model.

### Multiple linear regression

Based on the classical assumption research that has been done, it can be concluded that the regression model in this study is feasible to use because the regression model is free from data normality problems, does not occur heteroscedasticity and does not occur multicollinearity. The multiple linear estimation test in this study is shown in the following table:

**Table 10. Multiple Linear Regression Test Results**  
Dependent Variable: Employee Engagement

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,876	1,942		7,658	,000
	GK	-,081	,038	-,464	-2,163	,038
	LK	-,159	,107	-,317	-1,478	,149

Source: data processed by SPSS 2022

From the results of table 10, multiple linear tests can be concluded that: Regression Equation  $Y = 14,876 + (-0,81) X_1 + (-0,159) X_2$  means: 1). The constant value of 14,876 is stated that if there is no increase in the value of the  $X_1$  and  $X_2$  variables, the value of the  $Y$  variable is 14.876. 2). The regression coefficient for the  $X_1$  variable is -0.81 which means that every decrease of one or the value of  $X_1$  will give a decrease in Employee Engagement as much as -0.81 units. 3). The regression coefficient for the  $X_2$  variable is -0.159

which means that every decrease of one or the X2 value will result in a decrease of -0.159 units of Employee Engagement.

### Analysis of the Coefficient of Determination Test Results (R<sup>2</sup>)

The test of the coefficient of determination (R<sup>2</sup>) aims to determine the percentage of the influence of the leadership style variable and social work environment on the employee involvement variable. The results of testing the coefficient of determination using the SPSS version 25 program in this study can be seen in the following table:

**Tabel 11. Coefficient of Determination Test (R<sup>2</sup>)**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,750 <sup>a</sup>	,563	,536	1,17238

a. Predictors: (Constant), LK, GK

b. Dependent Variable: Employee Engagement

From the t test, it can be seen from the results of data processing in the SPSS program. Based on table 11, it can be seen that the adjusted R square value is 0.536 or 53.6%, which means that the influence between the independent variable and the dependent variable is quite strong. The value of the coefficient of determination of 0.536 means that about 53.6% of the variation in the level of employee involvement can be explained by the variables of leadership style and social work environment. The remaining 46.4% is explained by other variables outside of this study.

## Hypothesis testing

### Partial Test (t Test)

Partial test or t test basically shows how far the influence of one independent variable individually in explaining the variation of the dependent variable. The test was carried out with the SPSS program. The test criteria with a significance level of 0.05 are as follows:

1. t count < t table and sig value > 0.05 then the hypothesis is rejected
  2. t arithmetic > t table and sig value < 0.05 then the hypothesis is accepted
- Probability value

**Table 12**  
**Partial Test Results (t)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14,876	1,942		7,658	,000
	GK	-,081	,038	-,464	-2,163	,038
	LK	-,159	,107	-,317	-1,478	,149

a. Dependent Variable: Employee Engagement

1). The Leadership Style variable has a t value of -2.163 with a significance of 0.038 < 0.05, so the hypothesis is accepted, meaning that there is a negative and significant influence between Leadership Style on Employee Engagement at Bank Mandiri employees at the Ujung Menteng Branch. 2). The Social Work Environment

variable has a t value of -1.478 with a significance of  $0.149 > 0.05$ , so the hypothesis is rejected, meaning that there is no significant effect between the Social Work Environment on Employee Engagement at Bank Mandiri employees at the Ujung Menteng Branch.

### Model Feasibility Test (F Test)

The F test aims to test whether the research model meets the fit criteria or not. If the F test is significant, then the model deserves to be studied. Fit model is said to be feasible if the data fit (fit) with the regression equation. The results of the F test are as follows:

**Table 13**  
**F Test Results Model Feasibility Test (Goodness of fit Models)**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56,647	2	28,324	20,607	0,000 <sup>b</sup>
	Residual	43,984	32	1,374		
	Total	100,631	34			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), LK, GK

Source: data processed by SPSS 2022

Based on table 13, it can be seen that it has a significance value of  $0.000b < 0.05$ , meaning that the selected model is feasible to interpret the influence of the independent variable on the dependent variable so that this research can be continued.

### Discussion of Research Results

The results of hypothesis testing indicate that leadership style has a negative and significant effect on employee engagement variables. This means that the higher the value of the leadership style, the lower the employee engagement. This happens because if the leadership intervenes more in carrying out operations, the employees are not too involved because they have been ordered by their superiors and employees just run it. Proving this hypothesis is not relevant to the results of previous research by Anggreana, (2016) which states that leadership style has a positive and significant influence on employee engagement variables, as well as Rahma (2019) which states that leadership style has no effect on employee involvement variables. Based on the results of proving the hypothesis, a leader with a directive leadership style is not suitable to be applied at the Ujung Menteng branch of Bank Mandiri. This is based on the majority of employees of the Ujung Menteng branch of Bank Mandiri who have worked for a long time (65.7% working period > 10 years) so that the employees of Bank Mandiri's Ujung Menteng branch have mastered their work and no longer need direct direction on the work to be done.

Furthermore, the hypothesis test of the social work environment variable has no effect on employee engagement. This means that changes that occur in the social environment of Bank Mandiri Ujung Menteng Branch do not affect the level of employee engagement. This is based on the majority of employees at the Ujung Menteng branch of Bank Mandiri, the majority of whom are over 35 years old (62.9%) so that the social work environment does not affect employee engagement. The proof of this research hypothesis is relevant to Budiarta's research (2020) which states that the social work environment has no effect on employee engagement. However, proving this hypothesis is not relevant to Gunawan's research (2019)

### Conclusions and Recommendations

## Conclusion

Based on the results of research and discussions that have been carried out by researchers regarding "The Role of Leadership Style and Social Work Environment on Employee Engagement at Bank Mandiri Ujung Menteng Branch" it can be concluded as follows: 1). Leadership style has a negative and significant influence on employee engagement, so that the application of leadership style affects employee engagement but negatively because there is a leadership style that is not suitable to be applied to the Ujung Menteng Branch of Bank Mandiri, namely the directive leadership style. 2). Social Work Environment has no significant effect on Employee Engagement at Bank Mandiri Ujung Menteng Branch, 3). The variables of leadership style and social work environment have an effect on employee engagement, which means that the influence between the independent variable and the dependent variable is quite strong. The remaining 46.4% is explained by other variables outside of this study.

## Recommendation

Based on the results of the data analysis conducted, the researcher has several recommendations that may be useful for the company and for further research. The recommendations include: 1). Based on the table of average indicator scores of leadership style variables, the achievement-oriented leadership dimension is a leadership style that is suitable to be applied at the Ujung Menteng branch of Bank Mandiri and the directive leadership style is not suitable to be applied. Employees need support and opportunities from the leadership to develop their careers and do not need direct direction from the leadership because the majority of employees have worked for a long time and have mastered their work, 2). Based on the table of average indicator scores of the social work environment variable, the dimension of good relations between superiors and employees has the lowest value compared to other dimensions. However, the score is in the very good category. For this reason, researchers suggest leaders to communicate well with employees aiming to create a social work environment that can increase employee engagement. 3). Based on the table, the average indicator score of the Employee Engagement variable, the vigor dimension, has the lowest value compared to other dimensions. But still in good category. For this reason, researchers suggest that leaders pay close attention to working time so that work is completed quickly. 4). This study uses 3 variables, namely leadership style, social work environment and employee involvement. There are still many other relevant variables to be studied. Therefore, the limitations of this study allow different results and conclusions if further research is carried out with other variables.

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