

The Effect of Situational Leadership Style and Power Distance to Employee Performance through Employee Engagement in UD. Ony Central Java Province

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ABSTRACT

The main objective of this study was to find performance determinants of the employees of UD. This research data is sourced from the dissemination of questionnaires conducted by as many as 98 employees of trade businesses spread across ten districts and cities of Province Central Java. Following data collection, smart partial least square (PLS) software is used to evaluate the data. The analysis is started by putting the outer model to the test to see how the indicator and the variables it represents relate to one another. The study concluded that the power distance had no impact on employee performance and that situational leadership style has both direct and indirect effects on employee engagement, but the energy space can be increased by implementing employee engagement. Employee engagement positively influences employee performance as a mediation between situational leadership styles and power distances..

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I. Introduction

Central Java is a province in Indonesia located in the central part of the island of Java and is the third largest province in Indonesia by population. In 2019 the population of Central Java Province was 34,718,204 people (Central Java Statistics Agency, 2019). Of the many residents in Central Java Province, most of the population is in the workforce, and half of the population in Central Java Province is already working. In detail, the number of residents who are in the force and have worked in Central Java Province from 2014 – 2019 can be seen in table 1:

Tabel 1 Number of Labor Forces in Central Java Province in 2014-2019 and the Proportions

Year	Labor Forces	Percentage to Total Population	Workforce already Working	Percentage of Labor Force
2019	18,260,508 (people)	68.62% (Percent)	17,441,153(People)	95.51% (Percent)
2018	18,059,895	68.56	17,245,548	95.49
2017	18,059,895	69.11	17,245,548	95.43
2015	17,298,925	67.86	16,435,142	95.01
2014	17,547,026	69.68	16,550,682	94.32

The workforce in Central Java Province that is already working dominates various work zones, one of which is the trade sector. The trade sector in Central Java Province is very strategic about employment so that the number of workers who are already working is more dominant than those who are not. In the last five years, more than one-fifth of the labor force worked in the trade sector. This can be seen in table 2:

Tabel 2 Percentage of the Work Force with Working Status in the Trade Zone in Central Java in 2014-2019

Year	Work Force with Working Status	Working in the Trade Sector	Percentage
2019	17,441,153 (People)	4.091.694 (Percent)	23.46% (Percent)
2018	17,245,548	3.856.105	22.36
2017	17,245,548	3.685.374	21.37
2015	16,435,142	3.500.685	21.30
2014	16,550,682	3.452.472	20.86

Source: Central Java Statistics Agency, 2019

The trade sector in Central Java Province is a very dominating sector. This is indicated by the increasing percentage of the workforce who have worked in the trade sector for the last five years. However, many business actors still find it challenging to compete in the era of disruption with trading businesses such as supermarkets and online shops. Competition in the business industry in the current generation of disorder makes every company face an increasingly dynamic business competition situation. To meet this competition, companies must innovate by creating business strategies per the current business environment. In addition, companies are required to have optimal and stable performance in competing in the current uncertain economic era. Good company performance is primarily determined by the company's human resources because, without them, the company cannot carry out its activities.

The role of human resources is essential for a company or organization. The contribution of human resources will have an impact on the company's success in achieving company goals. Related to this, the role of leaders who can foster and provide increased knowledge in carrying out job functions is expected to improve employee performance. Human Resources (HR) is the primary key and has the most significant role in a company. Every company needs to realize that professional, trusted, and competent human resources are the key to the company achieving its goals.

Employee productivity is determined by the quality and amount of work completed by an employee while carrying out his activities in accordance with the mandated responsibilities. According to a different viewpoint, an employee's performance is determined by their work, the management system, or the organization. The outcomes of the job must be demonstrated with tangible, measurable evidence [7].

The success of a company or an organization in obtaining profits depends on the high performance of its human element because that performance will impact the company's increased results or output. Performance, an essential point for a company to achieve the desired results, becomes very central. On the contrary, the problem of low performance will significantly affect the company's success in obtaining the benefits of organizational goals. This can also be seen in UD. Ony shows a decrease in employee performance indicated by a decrease in profitability, as shown in figure 1 below regarding UD's sales and profitability report. Ony.

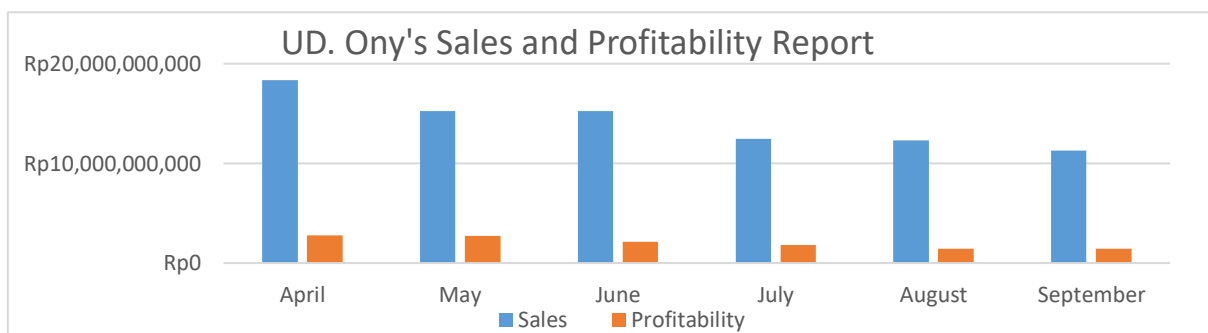


Figure 1 UD. Ony's Sales and Profitability Report

The graph above shows a decline in the profitability of UD. Ony. The above problems are caused by the deteriorating performance of employees from time to time. This problem can be avoided if the

company can provide a strong impetus to its employees to work with discipline and hard work to create superior competition in the trade sector [10].

Employee performance is essential for increased effectiveness, efficiency, and the quality of completing tasks assigned to a worker in a company or organization. Related to this, employee performance is significant for any organization, including Trading Business (UD / Usaha Dagang), because its role is so influential for a company's success. In the form of a grocery store, employees in the Trading Business have different services from those of supermarkets. Employees in the sales department serve as servants of customers who are going to shop. In addition to serving good customers, work tasks in small-scale trading businesses also cover finding goods ordered by consumers in warehouses, carrying out records, recognizing merchandise stock, and talking well with owners in sales reports. However, in addition to quality and service, there are also duties outside the main job that will affect the level of sales. There is a difference between reality on the ground and idealism, as described in figure 2:

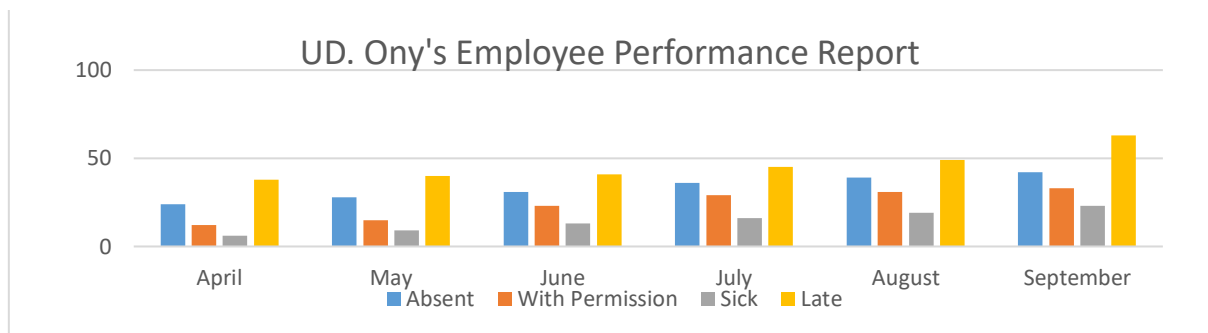


Figure 2 UD. Ony's employee performance report

Based on the figure above, it can be seen that there is a decrease in employee performance which is the main problem at UD. Ony. This can happen because of various problems, one of which is employee engagement. Employees who have high engagement tend to produce better performance. This relates to the completion of work and feelings of attachment to the work and the company they occupy, which make them not see their work as a burden. Research conducted by [16] revealed another factor that influences work performance: leadership style [24]. A leadership style that is applied should be situational and adapts to the situation, especially employee maturity. So, in applying a leadership style, a leader is more guided by the readiness of employees to accept this style. The Leadership Style at UD. Ony has criteria that categorize it as a situational leadership style.

In order to overcome the low performance of employees, which causes the existence and profitability of trading businesses to decline, several dominant factors are causing a decrease in performance, including a leadership style that adapts to the situation of employees. Regarding the trading business leadership style, the situational leadership style is more suitable for this type of business because the leader will make the best contribution to achieving organizational goals in different or varied situations and environments [23]. This research aligns with [3] stating that leadership style can influence employee performance.

There are different findings based on research conducted by [17], which states that situational leadership style can affect employee performance. This contradicts research by [3] [10], which found that situational leadership styles do not affect employee performance. The study by [17], which asserts that situational leadership style can influence employee performance, is supported by Dermawan et al. According to research by [17], [6], and [25], a situational leadership style may have an impact on employee performance. Table 3 below shows the area of study that is lacking:

Table 1 Research gap

Author	Research Gap	Research Issue	Result
(Hidayati, 2017)	Gap 1: The problem with the leadership style that needs to be considered	The Influence of Situational Leadership Style on Job Satisfaction and Employee Performance (Study on Employees of the Tower &	Situational leadership style does not affect employee performance

	is the leadership style that is not following employee maturity	Approach Terminal Division (TWR&APP-TMA) AirNav Indonesia Aero Traffic Control Branch Office Soekarno Hatta)	
Husaini, (2017)	Gap 2: There is a tendency for teacher performance to weaken	Situational Leadership on the Performance of State Mts Teachers in Gambut District, Banjar Regency	Cannot prove that situational leadership style affects performance
Munawir et al. (2018)	Gap 3: There are differences in research results on the effect of situational leadership on performance	Situational Leadership Style Affects Employee Performance	Situational leadership style can affect employee performance
Dermawan et al. (2018)	Gap 4: There are differences in research results on the effect of situational leadership on performance	The Influence of Situational Leadership Style on Employee Performance With Work Motivation as a Mediation Variable	The situational leadership style has a positive and significant effect on employee performance by mediating work motivation
Setyorini et al. (2018)	Gap 5: There are differences in research results on the effect of situational leadership on performance	The Effect of Situational Leadership Style and Compensation on Employee Performance with Job Satisfaction as Medias Variable at PT Bank Rakyat Indonesia (Persero), Tbk Denpasar Branch	Situational leadership has a positive and significant effect on employee performance.

The research gap in table 3 can be seen in previous research, which shows that situational leadership style on performance gives insignificant results. Therefore, further research is needed on Trading Business because situational leadership style is a dominant factor affecting employee performance. With the differences in research results, this research will still be carried out following the phenomena that occur in the field by adding employee engagement as a mediating variable.

One of the tactics that can enhance the caliber of employee performance at work is the use of the chosen mediation variable. Engagement of employees is the variable. Employee engagement, according to Blessing White [16], is a person's emotional commitment to the objectives of the company. Employees worry about their work because of this emotional attachment. They work toward the objectives of the organization as well as raising cash and advancing themselves. According to research by [19], employee engagement appears to have a favorable and significant impact on worker performance. Additionally, according to Handoyo and Setiawan's research, there is a strong and significant correlation between employee engagement and performance.

The application of situational leadership style and employee engagement will not be practical without the right culture in the organization being led. According to Hofstede [22], One of the dimensions of organizational culture related to leadership style is power distance.

From these conditions, this study will use employee engagement as a mediating variable to assess the impact of situational leadership style and power distance on employee performance. This study is crucial because if employee performance is improving, it will affect the trading company's viability and profitability. As a result, the effect of situational leadership style, indirect power distance through employee engagement as a mediating variable, and power distance on direct performance will all be examined in this study. By including the mediating variable of employee involvement, this study adds innovation to earlier studies.

There is a need for research on the subject of "The Effect of Situational Leadership Style and Power Distance on Performance Through Employee Engagement as a Mediation Variable" because no

studies on the subject have ever been done involving the trade industry and there is little evidence to support it.

II. Methods

In this study, a structural model that tries to analyze the impact of the dependent variable on the independent variable was used to conduct a causal form of explanatory research to examine the relationship between variables. Quantitative research begins with research hypotheses with concepts in the form of clear variables, which are then calculated and processed systematically before data collection with existing standards.

There are four (4) research variables, namely, two (2) independent variables, one (1) mediating variable, and one (1) dependent variable. The first independent variable is Situational Leadership Style, the second independent variable is Power Distance, the third independent variable is Employee Engagement, and one dependent variable is performance. The framework of the independent variable's influence on this study's dependent variable is as follows.

III. Result and Discussion

The validity and reliability test results showed that all measurement indicators of the variables used in the study, namely employee involvement, job satisfaction, and employee performance, were declared valid and reliable. It is said to be valid because all measurement indicators for each variable have a factor loading > 0.45 and have a Cronbach alpha > 0.6. The test results of job involvement, job satisfaction, and employee performance found that all the item factor loadings value of more than 0.45, which means it is valid. The reliability test results of the variables of employee involvement, job satisfaction, and employee performance were declared reliable with a value greater than 0.6. The number of respondents by gender is presented in the following table:

Table 2 Respondents by Gender

Sex	Frequency	Percentage
Male	77	79%
Female	21	21%
Total	98	100%

Source: data proceed

Table 4 shows that there are 72% male respondents (85 employees) compared to 28% female respondents (33 employees). Based on the study's results, data on the age of respondents can also be obtained, as seen in table 4 Respondents by Age

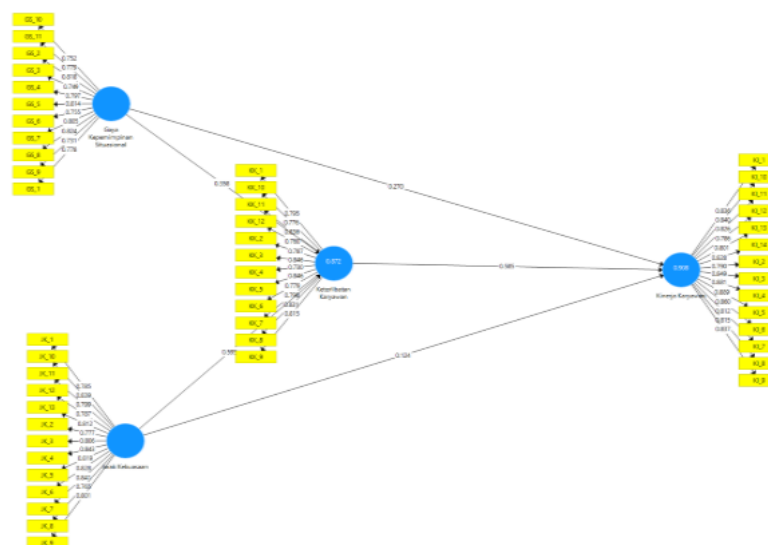


Figure 3 Research variables

Figure 4 shows that all research variables have an outer loading factor value above 0.70. Therefore, the indicators used in this research variable are said to be well received.

Table 3 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Situational Leadership Style	0.94	0.94	0.95	0.61
Power Distance	0.96	0.96	0.96	0.65
Employee Engagement	0.95	0.95	0.96	0.64
Employee Performance	0.97	0.97	0.97	0.69

Source: data proceed

. All research variables have composite reliability and Cronbach's alpha values over 0.70, as shown in Table 5. The research variable's indications are therefore trustworthy. A limit value above 0.50 is utilized to assess the validity of the average variance extracted (AVE) value in the interim. According to Table 5, every variable has an AVE value greater than 0.50. This indicates that all variables and indicators have been deemed valid.

Table 4 Structural model testing

	R Square	R Square Adjusted
Employee Engagement	0.87	0.87
Employee Performance	0.91	0.91

The R-square value for the employee engagement variable is 0.87, which can be translated to mean that the variable's influence is 87%. This information is shown in Table 6. The remaining 12% is explained by factors outside of this research. The employee performance variable's R-square value is 0.91, which indicates that 91% of the employee performance variable is influenced by factors beyond the scope of this study, with the remaining 8% being influenced by other factors.

Table 5 GoF (Goodness of Fit) testing

	Saturated Model	Estimated Model
SOME	0.06	0.06
d_ ULS	4.69	4.69
d_ G	9.16	9.16
Chi-Square	3043.91	3043.91
NFI	0.58	0.58

In light of the analysis's findings, the model is deemed to be fit when the SRMR (Standardized Root Mean Residual) value registers at 0.06. These findings support the idea (Ghozali, 2012) [4] that a structural equation model is fit if the SRMR value is less than 0.10 and is not viable if the SRMR value is greater than 0.05. Given that the range of NFI values is between 0.06 and 0.90, the NFI value of 0.06 denotes a good model. The model in this study is then fit using the results of the SRMR value, Chi-square, and NFI

Table 6 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Situational Leadership Style-> Employee Performance	0.27	0.27	0.11	2.51	0.01
Power Distance-> Employee Performance	0.12	0.14	0.11	1.15	0.25

Employee Engagement -> Employee Performance	0.58	0.57	0.11	5.09	0.00
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As observed from the path coefficient above, the choice of accepting or rejecting the hypothesis is based on the original sample value, p-value, or t statistics. If the p-value or t statistics value is greater than the t table, the hypothesis can be accepted. According to the first supposition, situational leadership style has an impact on worker performance. The situational leadership style has a t-statistics value of 2.51 > 1.98 and a p-value of 0.01 0.05. With a positive original sample value of 0.27, it can be seen that there is a positive directionality in the link between situational leadership style and employee performance. The second premise is therefore accepted.

The second claim is that employee performance is impacted by power distance. With a t-statistics value of 1.15 1.98 and a p-value of 0.22 > 0.05, it can be concluded that power distance has no appreciable impact on employee performance. The original sample nilai is positive by about 0.12, indicating that there is a negative relationship between the rate of kekuasaan and the nature of the employee's job. The second premise is thus disproved. This demonstrates that power distance has little impact on worker performance. Employee performance won't be considerably impacted by the power distance variable score's growth or reduction.

The third theory is that employee involvement has an impact on productivity. Employee engagement strongly influences employee performance, as shown by the t-statistics value of 5.09 > 1.98 and p-value of 0.00 0.05 for this relationship. Employee engagement and performance have a positive association, as indicated by the original sample value of 0.58, which is positive. Consequently, the third theory is true.

Table 7 Analysis of Indirect Effects (Mediation)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Val ues
Situational Leadership Style -> Employee Engagement -> Employee Performance	0.21	0.20	0.10	2.05	0.04
Power Distance -> Employee Engagement -> Employee Performance	0.35	0.34	0.10	3.43	0.00

Source: data proceed

The indirect impact of situational leadership style on employee performance has a significant value, according to Table 9, which is used to discuss the fourth hypothesis. The t statistics value of 2.05 > 1.98 and the p value of 0.04 0.05 show this. It is conceivable to examine the impact of situational leadership on employee performance while still integrating employee engagement as a mediator in order to determine if employee engagement has the effect of complete mediation or partial mediation. According to the test, situational leadership style strongly influences complete mediation on employee performance when employee engagement is taken into account as a mediator in the model.

A considerable value is revealed by the test of the fifth hypothesis, which deals with the indirect impact of power distance on worker performance. The t statistics value of 3.43 > 1.98 and the p value of 0.00 0.05 show this. Employee performance is perfectly mediated by employee engagement. From the test, it can be seen that when employee engagement is included as a mediator, power distance significantly affects employee performance. This differs from the first step when employee engagement is not included in the model as a mediation between power distance and employee performance.

A. Discussion

1) The Effect of Situational Leadership Style on Employee Performance

The results show that several hypotheses are accepted, and others are rejected. The implication of the hypothesis's acceptance and rejection is showing the theory's existence that becomes the basis for determining the hypothesis. For this purpose, the results of the study are discussed.

The discussion is carried out by comparing the theory studied with the reality encountered. In this case, the theory may be confirmed (if the null hypothesis is rejected) or not confirmed (if the null hypothesis is accepted). The basis of the discussion carried out is the hypothesis. In this study, there are five hypotheses, namely three direct hypotheses and two indirect hypotheses. Thus there will be five discussions carried out in 5 subs. After the five discussions are compiled, the conclusions of the results of the discussion will be presented.

The test results from the study demonstrate a favorable and significant impact of situational leadership style on worker performance. This can be seen in the path coefficient results for the original sample value of 0.27, which show a positive number with a t-count value of 2.5 better than the t-table value of 1.98 and a p-value of 0.02 less than 0.05. It is therefore possible to conclude that the situational leadership style variable has a significant impact on employee performance variables. These findings can be taken as showing that employee performance increases with better situational leadership, and vice versa, that employee performance decreases with worse situational leadership.

The leadership style applied by the leader of an organization is theoretically one of the determinants of employee performance. The research conducted by [29] directly shows that employee performance is affected by leadership style. Several other studies have shown that at least there is a situational leadership style that a leader can apply in leading his employees [24] [25]. The situational leadership style is essential for retail store owners to improve employee performance.

2) The Effect of Power Distance on Employee Performance

Power distance doesn't have a direct impact on performance, according to the analysis of primary data. The p-value of $0.22 > 0.05$, which shows that power distance has no appreciable impact on worker performance, supports this. Thus, this research cannot support [32], [15],[14], [22], stating that power distance affects enhancing employee performance.

Although the theory states that power distance affects employee performance, this study finds different findings from the ones stated in theory. In power distance, it is found that there was no significant effect on employee performance. The employee's perspective can explain the rejection of the theory of power distance that power distance does not affect employee performance and is not suitable to be applied within the scope of trading business organizations.

3) The Effect of Employee Engagement on Employee Performance

Positive results come from the impact of staff engagement on performance. This is demonstrated by the primary data analysis findings, which reveal that there is a substantial relationship between employee engagement and performance, with a t-statistic of $4.93 > 1.98$ and a p-value of $0.00 < 0.05$. Employee involvement has a positive influence on performance, as indicated by the original sample value of 0.58. These findings can be taken as showing that employee performance increases with employee engagement, and vice versa, that employee performance decreases with employee engagement.

Employee engagement nurtured by a leader of an organization is theoretically one of the determinants of employee performance, as stated by research conducted by [18]. The findings of this study confirm previous research conducted by [16].[21] [5] shows that employee engagement affects employee performance. Several other studies [19] show that at least there is employee engagement that a leader can nurture in improving employee performance.

4) The Effect of Situational Leadership Style on Employee Performance through Employee Engagement as a Mediation Variable

The relationship between situational leadership style and employee performance is positively mediated by employee engagement. This is demonstrated by the findings of the analysis of the primary data, which indicate that the value of the t statistic is greater than 1.98 and that the value of the p statistic is less than 0.05. The test results indicate that when employee engagement is included as a mediator, the model demonstrates that situational leadership style has a considerable impact on employee performance mediation.

Employee engagement which is included as a mediating variable, becomes an added value to improve employee performance. The findings of this study confirm previous research conducted by [1] [2]. [28] shows that employee performance is affected by situational leadership style through employee engagement. Several other studies [27] show that employee engagement strengthens the effect of situational leadership style on employee performance, improving their performance.

5) *The Effect of Power Distance on Employee Performance Through Employee Engagement as Mediation*

The relationship between power distance and employee performance is positively mediated by employee engagement. This is demonstrated by the t-statistic value of $3.43 > 1.98$ and the p-value of $0.00 < 0.05$ derived from the examination of the original data. Employee engagement mediates employee performance in a perfect manner. Test results indicate that power distance has a substantial effect on employee performance when employee engagement is incorporated as a mediator in the model. This test differs from the one outlined in section about the influence of power distance on employee performance. The function of employee engagement as a mediator between situational leadership styles and employee performance.

Employee engagement which is included as a mediating variable, becomes an added value to improve employee performance [23]. The findings of this study confirm previous research conducted by [20], which shows that employee performance is influenced by power distance through employee engagement.

IV. Conclusion

This research seeks to assess the impact of situational leadership style and power distance on employee performance, with employee engagement serving as a moderating variable. PLS-SEM (Partial Least Square – Structural Equation Modeling) with SmartPLS software version 3.3.3 was utilized to examine the relationship between variables. Based on the analysis of the research results and the discussion in the previous section, it is possible to infer that the situational leadership style has a good and significant impact on employee performance at UD. At UD, the effect of power distance on employee performance is insignificant. Only at UD does employee engagement have a positive and meaningful impact on employee performance. At UD, the situational leadership style has favorable and significant effects on employee performance via engagement as a moderating variable. At UD, power distance has a favorable and significant influence on employee performance, mediated via employee engagement

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