

# The Role of Employee Engagement as Mediation between Human Resource Management and Leadership with Employee Performance in Developer Companies in the City of Batam

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## Abstract

Employee involvement usually affects human resources at company developers in Batam City. The research was carried out with the aim of knowing employee performance with employee engagement as a mediation which was influenced by the variables of (i) training and development; (ii) compensation and benefits; (iii) leadership, recruitment and selection; and (iv) awards and recognition. The sample for this research was employees of a developer company in Batam City, where the sample acquisition was 384 data. Furthermore, the processing of this sample data has been utilizing the SmartPLS 3.2.9 software. The test data obtained in this study, namely the direct test, showed that employee engagement was positively and significantly influenced by employee performance, and training and development, while compensation and benefits, leadership, recruitment and selection and reward and recognition were not. The direct test also shows that employee engagement is positively and significantly affected by employee performance, while the independent variable is not. The indirect test results through independent variables did not succeed in mediating employee engagement with employee performance.

**Keywords:** Employee Engagement, Employee Performance, Human Resource Management (HRM), Leadership

## Introduction

The developer industry is one of the fastest growing sectors in the business world today (Nazir & Islam, 2019). Development companies are responsible for designing, building, and managing various construction projects such as residences, offices, shopping centers, and

more (Mayuran & Kailasapathy, 2022). The success of a development company is largely determined by the performance and performance of its employees (Alshaabani et al., 2022). Employees who are actively involved and committed to the company will contribute to project success and long-term growth (Akter et al., 2022). Employee engagement is a critical factor in improving company performance (Zeeshan et al., 2021). Emotionally, cognitively, and behaviorally engaged employees are highly motivated, feel connected to the company's goals and values, and are committed to achieving excellence in their work (Afram et al., 2022). In the developer industry, employee engagement involves aspects such as technical expertise, team relationships, commitment to good results, and innovation in designing and building projects (Iddagoda & Opatha, 2020).

A successful company is owned by the performance of employees in each company (Yan et al., 2023). The success and success are determined by how the company manages this, making all companies aware of the importance of human resources that have the potential for human resources to have a mindset of behavior and habits that are determined by their environment (Alam et al., 2021). Employee performance is a good achievement of an employee in carrying out his job responsibilities (Rumman et al., 2020). The performance of an employee is an important key to increasing the success of a company (Jiatong et al., 2022). When employees show positive performance and performance for individuals, employees will involve themselves in all activities in the company by performing the employee engagement stage (Wang et al., 2022). Employees will feel united and want to learn everything in the company so as to improve the performance and performance of each other (Sahni, 2021).

Employee performance has a direct impact on project quality and the company's success in meeting client needs and expectations (Dlouhy & Casper, 2021). Good performance includes efficiency in using resources, adherence to schedules and budgets, high quality of work, and high customer satisfaction (S&M, 2021). Well-performing employees are also likely to generate innovative ideas, create added value in projects, and make positive contributions to the company's growth and reputation (Sendawula et al., 2018). Various factors can affect employee performance and performance in the developer industry. One of them is effective leadership (Weideman & Hofmeyr, 2020). Good leadership is able to provide clear direction, motivate employees, and create a positive work environment (Ababneh, 2021). In addition, other factors such as corporate culture, fairness in the reward system, career development opportunities, support provided by management, and the quality of relationships between employees can also affect their performance (Thanh & Quang, 2022).

Employee engagement has a very important role in improving employee performance in the developer industry (De-La-calle-durán & Rodríguez-Sánchez, 2021). Actively engaged employees tend to be highly motivated, feel valued, and take ownership of the project (Ayu Putu Widani Sugianingrat et al., 2019). They are also more likely to collaborate with coworkers and create innovative solutions to challenges. Employee engagement also impacts employee satisfaction and retention levels, reducing turnover and costs associated with new hires and training (Tiwari & Lenka, 2020). There are best practices that can be implemented by developer companies to improve employee engagement levels and employee performance (Saks, 2022). One of them is to have a comprehensive career development program that supports employees to achieve their career goals (Saad et al., 2021). In addition, companies also need to build an inclusive and collaborative work culture, where ideas from employees

are valued and support is provided for growth and innovation (Dajani, 2015). Providing clear and regular feedback is also important, so that employees can see progress and know the areas that need improvement (Kerdpitak & Jermittiparsert, 2020).

In that year, employees working in development companies were in a serious situation, where there was an increase in low prices but also difficulty in selling houses at ever-increasing prices (Rožman et al., 2022). Therefore, there is a chaos in the minds of employees of development companies, so employees think about not wanting to involve themselves too much in company affairs, continue to work in the company but with a passive mindset and do not want to know what will happen to the company until the company's financial condition has stabilized and can increase employee income or think about quitting work and looking for new job vacancies (Alsafadi & Altahat, 2021). Leaders are also an important source of building energy and strength in order to improve the relationship between organizations and compete with other competitors. Leaders have their own unique way of leadership in leading their members in the company (Alqudah et al., 2022).

When employees have felt engagement with the company and take supportive actions that move forward for the company, employee engagement will affect employee job performance. Employees will also strive so that the company can continue to grow. According to Sendawula et al., (2018) Employee Engagement has a major influence in determining the job performance of company employees. There are some companies that pay less attention to employee engagement behavior, so that the atmosphere of the company is filled with various feelings such as mutual distinction, jealousy, selfish feelings, rivalry and distrust of each other, and other negative feelings. Uncomfortable work environment relationships will cause many employees to feel disrespected by their company. In addition to being the main cause, the level of stress experienced by employees while working in an unfavorable company environment, this negative influence can damage the relationship between fellow employees in the company (Sendawula et al., 2018).

Employee performance will increase along with aspects of the environment around their work. There are physical and non-physical work situations, physical work situations include all objects that involve physical aspects. In addition, the non-physical work environment includes work situations that can be reached through the five senses including smell, taste, and senses (Sendawula et al., 2018). The company definitely wants to have employees who have soft skills, therefore the company empowers employees as a strategy to provide opportunities for employees to make and make decisions. The empowerment carried out still involves the company leader, this is done to see the potential of one employee with another (Aprilia et al., 2020). With the description that has been described, the author is encouraged to carry out further research, because the issues that occur are very interesting so that it is easy to get data and information so that the author can analyze companies in the field of developers for employees in the company at this time. So, from that the author raises the title "The Role of Employee Engagement as Mediation Between Human Resource Management and Leadership with Employee Performance at Developer Companies in Batam City".

## Literature Review

### *Relationship between Human Resource Management and Employee Engagement*

Research findings by Dajani (2018), Handayani and Kasidin (2022), Sixpence et al. (2021), and Alqudah et al. (2022) proved that Human Resource Management has a significant positive effect on Employee Engagement. Research findings by Wushe and Shenje (2019) proved that Human Resource Management has a significant negative effect on Employee Engagement.

H<sub>1</sub>: Human resource management has a positive effect on employee engagement.

### *Relationship between Leadership and Employee Engagement*

Research findings by Iddagoda and Opatha (2020) proved that Leadership has a significant positive effect on Employee Engagement. Research findings Wushe and Shenje (2019), Sixpence et al. (2021), Meijerink et al. (2021), and Ratna Pudyaningsih et al. (2020) proved that Leadership has a significant negative effect on Employee Engagement.

H<sub>2</sub>: Leadership has a positive effect on employee engagement.

### *Relationship between Employee Engagement and Employee Performance*

Employee engagement plays an important role in the success of individuals and organizations. It can see employee and organizational success, financial performance, and customer loyalty (Davidescu et al., 2020). There are benefits from employee engagement, namely increasing morale, reducing accidents or unexpected things, being committed to achieving organizational goals and a strong sense of attachment between customers so that they can please customers. Research findings by Dajani (2018), Darmawan et al. (2020) Akter et al. (2022), Nazir and Islam (2019), and Tiwari and Lenka (2020) proved that Employee Engagement has a significant positive effect on Employee Performance.

H<sub>3</sub>: Employee engagement has a positive effect on employee performance.

### *Relationship between Human Resource Management and Employee Performance*

Human resources management is also responsible for carrying out the performance management process, which includes goal setting, performance evaluation, and feedback. If this process is done well, employees will get constructive feedback and guidance in achieving their goals. This can increase employee satisfaction and their motivation to engage in work.

H<sub>4</sub>: Human resource management has a positive effect on employee performance.

### *Relationship between Leadership and Employee Performance*

An effective leader can inspire employees with challenging goals and provide motivation to achieve better results. Through clear communication, leaders can articulate the organization's vision, values, and goals to employees. This provides clear direction and gives employees a reason to try harder and achieve better performance (Iddagoda & Opatha, 2020).

H<sub>5</sub>: Leadership has a positive effect on employee performance.

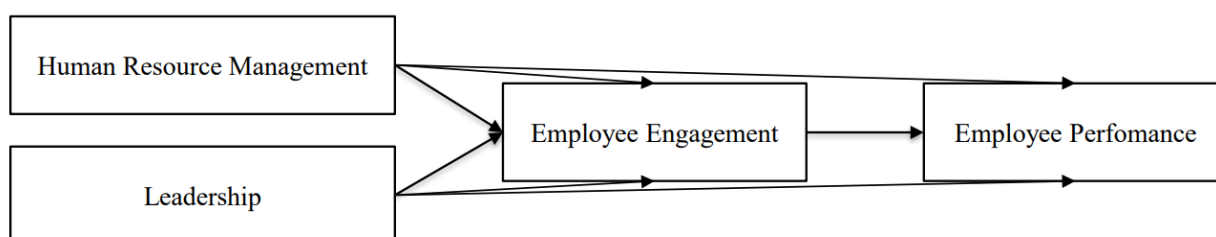


Figure 1. Research Model

### **Research Methodology**

The research conducted from this researcher is considered basic research which aims to broaden insight and knowledge and can find out about the effect of human resource management and leadership as independent on employee engagement as mediation and on employee performance as the dependent (Nissa et al., 2022). Research design is a way to collect data and measure data through a study that can be tested.

This research is an actual survey, and the data used by researchers is primary data that has been obtained through the distribution of questionnaires.

To test the research conducted, the researcher first determined the population, which was the entirety of the research object. After identifying the population, the researcher determined the sample, which was a small portion drawn from the population for research purposes (Siagian, 2018). The data obtained through the research was data that had been verified based on observations. In order for the research to achieve the goals the researcher wanted; the data used had to be relevant.

#### *Operational Definition of Variables and Measurement*

This research is carried out using variables, each of which has a value because it has the nature of a varied object where the final result will be a conclusion (Sabuhari et al., 2020). Because of this, this research is formed with several variables such as human resource management and leadership as independent variables, employee engagement as mediation, and employee performance as the dependent. Each variable certainly presents a statement for the benefit of this research which will be measured using a Likert scale rating category with a range of 1-5 based on (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. To examine and test this variable, the authors have prepared 5 statements using a Likert scale.

### **Independent Variables**

#### *Human Resource Management*

Human Resource Management as stated by Jurek and Besta (2021), it is no longer uncommon to see it in every company. Companies that value their employees and want their employees to be more confident at work while helping to improve performance will conduct training and development.

#### *Leadership*

*Leadership* is the process of influencing a leader towards his subordinates to achieve organizational goals (Waldan, 2020). With good leadership, it will produce good results on performance. Apart from performance, with good leadership, it will make an employee feel confident in the place where he works so that it can make employees feel engaged (Pribadi et al., 2019).

#### *Dependent Variable*

The dependent variable is the dependent variable that becomes important attention through a study. This variable is capable of changing due to other variables. This study is able to predict or present the variables in the dependent variable and the changes that occur (Samola, 2022). The dependent variable in the research conducted is employee performance.

*Employee Performance*

Employee performance is often found in a company which is of course directly related to employees, employee performance is one of the work results that can be achieved by an employee who works in a company while carrying out his duties and responsibilities (Heslina & Syahrini, 2021). Employee performance is a variable that is influenced by several factors and is the result of a person's work in a unit or organization in accordance with goals and productivity (Sixpence et al., 2021).

**Results and Discussions****Descriptive Statistics***Demographic Analysis of Respondents*

The data successfully distributed to respondents of developer company employees who fit the criteria in Batam City is 400 data, where this data has been selected so as to produce data that is ready for testing is 378 respondent data. The following is a table of online and offline questionnaire distribution.

Table 1

*Questionnaire Distribution*

Description	Total
Number of questionnaires distributed	400
Number of usable questionnaires	378
Number of unusable questionnaires	22

*Respondent Characteristics*

This study categorizes respondents into 5 types, including gender, age, latest education, length of work, and monthly income.

Table 2

*Respondent Data Based on Gender*

Gender	Total	Percentage
Male	165	43.7%
Female	213	56.3%
Total	378	100%

Through the explanation of table 2, it can be seen that respondents with male gender are 43.7% (165 people) and respondents with female gender are 56.3% (213 people). From the results of the questionnaire distributed, it can be concluded that respondents with female gender dominate with a difference of 43.7%.



Table 3

*Respondent Data Based on Age*

Age Group	Total	Percentage
<18 years old	0	0%
18-24 years old	67	17.7%
25-40 years old	262	69.3%
>40 years old	49	13%
Total	378	100%

Through the explanation of table 3, it can be seen that the data distributed is targeted at employees of developer companies in Batam City. The age group in this result can be detailed, namely <18 years old by 0%, then followed by respondents aged 18-24 years by 17.7%, and those aged 25-40 years and >40 years respectively 69.3% and 13%.

Table 4

*Respondent Data Based on Last Education*

Last Education	Total	Percentage
Junior High School	0	0%
High School/Equivalent	53	14%
Diploma	48	12.7%
Bachelor	239	63.2%
Master	38	10.1%
Total	378	100%

Through the explanation of Table 4, it can be seen that several different education classes such as junior high school graduates have a percentage of 0%, followed by high school/equivalent graduates as many as 53 respondents at 14%, 48 respondents from diploma graduates at 12.7%, then bachelor and master graduates have a percentage of 63.2% and 10.1% respectively.

Table 5

*Respondent Data Based on Length of Service*

Length of Service	Total	Percentage
<1 year	51	13.5%
1-3 years	116	30.7%
>3 years	211	55.8%
Total	378	100%

Through the explanation of Table 5 this is a table based on 378 respondents who have accumulated to find out the work experience of employees at developer companies in Batam City. The percentage of each working period is 51 respondents with a total length of work of less than 1 year with a percentage of (13.5%), 116 respondents working up to 1-3 years have a percentage of (30.7%), and in the working period of more than 3 years there are 211 respondents with a percentage of (55.8%).

Table 6

*Respondent Data Based on Income per Month*

Income per Month	Total	Percentage
<IDR 4 million	26	6.9%
IDR 4 million-IDR 4.2 million	32	8.5%
IDR 4.3 million-IDR 6 million	109	28.8%
>IDR 6 million	211	55.8%
Total	378	100%

Through the explanation of Table 6, it can be seen that income <IDR 4 million has a percentage of 6.9%, followed by an income of IDR 4 million-IDR 4.2 million of 8.5%, then income of IDR 4.3 million-IDR 6 million and >IDR 6 million have a percentage of 28.8% and 55.8% respectively. From this data it can be concluded that respondents with a monthly income of >IDR 5 million dominate, followed by an income of IDR 4.3 million-IDR 6 million.

**Inner Model Test Results***Direct Effect Test Results*

As a peak test, here we will look at the direct effect between latent variables which can be seen in the path coefficient through the T-Statistic column with the condition  $>1.96$  and also through the P-Values column with a value of  $<0.05$ , so that it can be proven to have a significant relationship or not (Hair et al., 2014).

Table 7

*Direct Effect Test Results*

Influence	T-Statistics	P-Values	Conclusion
Leadership -> Employee Engagement	3.111	0.002	H2 = Significant
Employee Engagement -> Employee Performance	1.977	0.049	H3 = Significant
Human Resource Management -> Employee Performance	2.712	0.007	H4 = Significant
Leadership -> Employee Performance	2.233	0.026	H5 = Significant
Human Resource Management -> Employee Engagement	2.106	0.036	H1 = Significant

Based on the output above, we can provide a statement for the hypothesis that has been formed and will be described as follows:

**Hypothesis 1**

Through Table 7, the test results can be presented which state that human resource management has a direct effect on employee engagement, which can be seen from the T-Statistics with a number 2.106 and P-Values with a number 0.036, as a result it can be interpreted that the relationship between human resource management and employee engagement has a positive significant effect. The acquisition of these results can be indicated that human resource management on employee engagement is very good which aims to improve and connect worker engagement to be professional. The research findings are in line with Vuong and Sid (2020) proving that human resource management has a significant positive effect on employee engagement. The results of the research findings are not in line



with Wushe and Shenje (2019) proving that human resource management has a significant positive effect on employee engagement.

### **Hypothesis 2**

Through Table 7, the test results can be presented which state that leadership has a direct effect on employee engagement, which can be seen from the T-Statistics with a number of 3.111 and P-Values with a number of 0.002, as a result it can be interpreted that the relationship between leadership and employee engagement has a significant effect. The acquisition of these results can be indicated that leadership on employee engagement needs supportive company activities in order to improve leadership in the company for the better. The research findings are not in line with Wushe and Shenje (2019) proving that leadership has a significant positive effect on Employee Engagement.

### **Hypothesis 3**

Through Table 7, the test results can be presented which state that employee engagement has a direct effect on employee performance, which can be seen from the T-Statistics with a number of 1.977 and P-Values with a number of 0.049, as a result it can be interpreted that the relationship between employee engagement and employee performance there is a positive significant effect. This result can be indicated that employees who have good employee engagement can lead to an increase in the activities and activities of employee performance relationships in developer companies in Batam City. The research findings are in line with Dajani (2015) proving that Employee Engagement has a significant positive effect on Employee Performance.

### **Hypothesis 4**

Through Table 7, the test results can be presented which state that human resource management has a direct effect on employee performance, which can be seen from the T-Statistics with a number of 2.712 and P-Values with a number of 0.007, as a result it can be interpreted that the relationship between human resource management and employee performance has a positive significant effect. The acquisition of these results can be indicated that the company provides proper work by paying attention to all the contents so that workers who are carrying out tasks can feel suitable when working, not only that with other effects of human resource management, but namely employees also working even more to achieve company targets so that there is good reciprocity between employees and the company. The research findings are in line with Vuong and Sid (2020) proving that human resource management has a significant positive effect on employee performance.

### **Hypothesis 5**

Through Table 7, the test results can be presented which state that leadership has a direct effect on employee performance, which can be seen from the T-Statistics with a number 2.233 and P-Values with a number 0.026, as a result it can be interpreted that the relationship between leadership and employee performance has a significant effect. The acquisition of these results can be indicated that employee leadership is aligned with employee performance so that it is necessary to improve leadership on employee performance in the company. The research findings are not in line with Tammubua (2021) proving that leadership has a significant positive effect on employee performance.

### Indirect Effect Test Results

Similar to the direct test, the difference here is that it will see the indirect effect between latent variables with a mediating variable with the condition that the T-Statistic  $>1.96$  and also P-Values with a value of  $<0.05$ , so that it can be proven to have a significant relationship or not, and whether it is successfully mediated or not (Hair et al., 2014).

Table 8

#### *Indirect Effect Test Results*

Influence	T-Statistics	P-Values	Conclusion
Human Resource Management - > Employee Engagement -> Employee Performance	2.081	0.038	H6 = Signifikan
Leadership -> Employee Engagement -> Employee Performance	2.288	0.074	H7 = Signifikan

### Hypothesis 6

In seeing the indirect effect through Table 8, the test results can be presented which state that human resource management on employee performance is mediated by employee engagement, seen from the T-Statistics with a number 2.081 and P-Values with a number 0.038, as a result it can be interpreted that the direct relationship by human resource management to employee performance has a significant effect, and is successfully mediated by employee engagement.

### Hypothesis 7

In looking at the indirect effect through Table 8, the test results can be presented which state that leadership on employee performance is mediated by employee engagement, seen from the T-Statistics with a number 2.288 and P-Values with a number 0.074, as a result it can be interpreted that the direct relationship by leadership to employee performance has a significant effect, and is successfully mediated by employee engagement.

### Coefficient of Determination Test Results

Table 9

#### *Indirect Effect Test Results*

Variables	R Square Adjusted	Conclusion
Employee Engagement	0.036	Moderate
Employee Performance	0.574	Moderate

Based on the data processing carried out, the results of Table 9 show that the R Square value for the employee engagement variable is 0.036, meaning that employee engagement is able to be stated by the human resource management and leadership variables with a percentage of 3.6% and the remaining 96.4% is stated by other variables/factors outside this research model. While employee performance can be observed through Table 9, it can be conveyed that the R Square value is 0.574, which means that employee performance can be stated by the human resource management and leadership variables with a percentage of 18% and the

remaining 82% is stated by other variables/factors outside the research model being carried out. Sourced from Ghozali and Latan (2016) R Square of this study can be evaluated where employee engagement and employee performance, each with a moderate category, are mentioned when this result is higher, the test on the model will be good and consistent.

### **Conclusions**

As the end of this research, there are conclusions that the author will convey based on the description of information from the previous chapters where the purpose of this research is to find out the factors that affect employee performance both directly and indirectly with the mediation of employee engagement towards employees at developer companies in Batam City. The conclusions to be conveyed are based on the results of research and data processing, as follows:

1. Human resource management has a direct effect on employee engagement, which can be seen from the T-Statistics with a number of 2.106 and p-values with a number of 0.036, which means that the relationship between human resource management and employee engagement has a significant effect.
2. Leadership has a direct effect on employee performance, which can be seen from the T-Statistics with a number of 3.111 and p-values with a number of 0.002, as a result it can be interpreted that the relationship between leadership and employee performance has a significant effect.
3. Employee engagement has a direct effect on employee performance, which can be seen from the T-Statistics with a number of 1.977 and p-values with a number of 0.049, which means that the relationship between employee engagement and employee performance has a positive significant effect.
4. Human resource management has a direct effect on employee performance, which can be seen from the T-Statistics with a number 2.172 and p-values with a number 0.007, as a result it can be interpreted that the relationship between human resource management and employee performance has a positive significant effect.
5. Leadership has a direct effect on employee performance, which can be seen from the T-Statistics with a number 2.233 and p-values with a number 0.026, as a result it can be interpreted that the relationship between leadership and employee performance has a significant effect.
6. Human resource management on employee performance mediated by employee engagement, seen from T-Statistics with a number 2.081 and p-values with a number 0.038, as a result it can be interpreted that the direct relationship by human resource management to employee performance there is a significant influence, and successfully mediated by employee engagement.
7. Leadership on employee performance mediated by employee engagement, seen from T-Statistics with a number 2.288 and p-values with a number 0.074, as a result it can be interpreted that the direct relationship by leadership to employee performance there is a significant influence, and successfully mediated by employee engagement.

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