

The Effect of Leadership Behavior, Organizational Justice and Employee Engagement on Employee Performance at Consultant X

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Abstract:- This study aims to analyze the effect of Leadership Behavior, Organizational Justice, and Employee Engagement on Employee Performance at Consultant X. The object of this research is employees who work at Consultant X. This study was conducted from October 2020 to May 2021. The population in this study was 45 employees, with the research sample using a saturated sample of the entire number of employees. The method used to analyze the data in this study is multiple linear regression with the help of SPSS version 25 for Windows. The results showed that Leadership Behavior, Organizational Justice and Employee Engagement had a positive and significant effect on Employee Performance Consultant X. Leadership behavior had the greatest influence on employee performance.

Keywords:- Leadership Behavior, Organizational Justice, Employee Engagement, Employee Performance.

I. INTRODUCTION

Human resources are one of the capital resources in an organization that can not only increase the efficiency and effectiveness of the organization but can also act as a source of competitive advantage that is difficult or even impossible to imitate by other organizations.

One of the success factors of a company will be determined by human resource factors, namely employee performance factors in achieving company goals optimally. Employees with good and optimal performance will be able to assist the company in achieving the goals and objectives that have been set.

Companies engaged in consulting services also prioritize the performance of their employees in providing the maximum results expected by employers. To carry out its business activities, a professional and highly dedicated workforce is needed. This has also become a concern for Consultant X in running its business so far. In the implementation of work at Consultant X, there are ups and downs in employee performance so that employee performance is considered not optimal, this is due to several factors that can affect employee performance. To improve employee performance, the authors are interested in researching variables that are thought to improve employee performance, namely the variables of

leadership behavior, organizational justice, and employee engagement.

II. THEORETICAL REVIEW

A. Leadership Behavior

According to Rivai (2014), leadership style is a set of characteristics used by leaders to influence their subordinates so that organizational goals can be achieved, or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader.

Yukl (2015) breaks down effective leadership behaviors into three categories and dives deeper into the specific definitions and results of studies showing their effectiveness. Yukl's aim in conducting the study was to determine the different behaviors for each meta category.

Yukl concludes that the dimensions of leadership behavior consist of 3 models, namely as follows:

1. Task-oriented behavior

This type of behavior is primarily concerned with completing tasks, how to make efficient use of personnel and resources, and maintaining reliable operations in an orderly manner.

This dimension is redefined into 3 sub-dimensions as follows:

- Clarify responsibilities
- Monitoring operations and performance
- Short-term planning

2. Relationship-oriented behavior

This leadership behavior encourages good teamwork and collaboration, through fostering positive relationships and good communication. Relationship-oriented leaders usually prioritize the well-being of everyone in the group and will take the time and effort to meet the individual needs of everyone involved.

There are 5 sub-dimensions in this dimension:

- Development
- Supporting
- Consulting
- Recognizing
- Empowering

3. Change-oriented behavior

This type of behavior is primarily concerned with improving strategic decisions; increase flexibility and innovation; adapt to environmental changes; make major changes in processes, products, or services; and gain commitment to change.

This dimension is divided into 4 sub-dimensions:

- Envisioning change
- Encouraging Innovative Thinking
- Taking Personal Risks
- External Monitoring

B. Organizational Justice

Robbins and Coulter (2010) conclude that the theory of justice is a theory in which employees compare the input ratio from their work with the relevant input ratio of others and then correct the existing injustice.

Organizational justice according to Robbins & Judge (2015) is the overall perception of what is considered fair in the workplace. That is the extent to which everyone believes in the results received and the way the individual is treated within the company fairly, equitably, and by the expected moral and ethical standards, which have been applied to investigate various organizationally relevant behaviors and behaviors.

According to Cropanzano et al (2007) the dimensions and indicators for Organizational Justice are:

1. Distributive justice with indicators of justice, equality and need.
2. Procedural justice with indicators of consistency, minimization of bias, accuracy, rules can be corrected as needed, representativeness, ethical.
3. Interactional justice with indicators of employees being treated with respect, getting correct and relevant information.

C. Employee Engagement

According to Kahn (1990) in Saks (2006), as the originator of employee engagement theory, defining employee engagement is the appreciation of organizational members in carrying out work within the organization, in engagement, employees express themselves physically, cognitively, and emotionally in carrying out their work. This means that psychological employee engagement arises when an employee carries out his work. Robbins and Judge (2015) state that employee engagement is involvement, individual enthusiasm, and satisfaction with the work they do

The dimensions of employee engagement according to Schaufeli et al., (2002) are:

1. Vigor
2. Dedication
3. Absorption

D. Employee Performance

According to Sinambela (2016) performance is the level of success of individual employees or organizations in carrying out their work.

Rivai (2014) concludes that performance (achievement) is a success in carrying out activities or tasks in an organization.

Koopmans (2014) defines performance patterns of behavior and actions of employees that are relevant to organizational goals. This performance emphasizes the behavior patterns and actions of employees rather than the results of the behavior itself.

Dimensions of Employee Performance according to Koopmans et al. (2014) can be measured using the dimensions:

1. Task performance
2. Contextual performance
3. Counterproductive work behavior

E. Conceptual Framework

The research hypothesis are as follows:

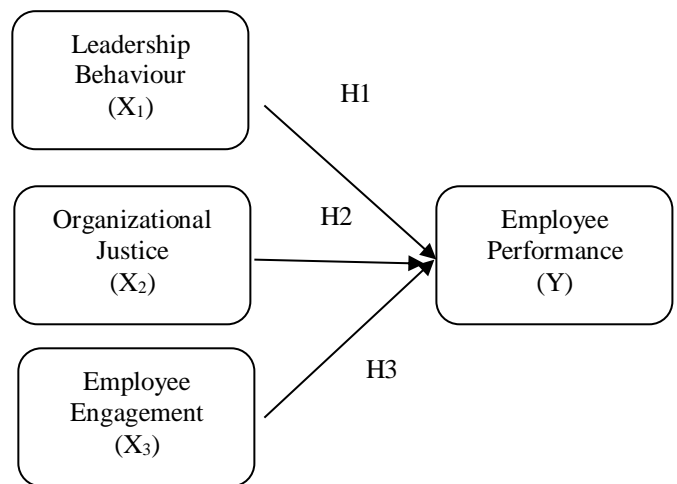


Fig 1: – Conceptual Framework

H1: Leadership behavior has significant and positive effect on employee performance.

H2: Organizational justice has significant and positive effect on employee performance.

H3: Employee engagement has significant and positive effect on employee performance.

III. RESEARCH METHOD

This type of research is a quantitative method with a causal approach. The total population is 45 and the sample used is a saturated sample. Primary data were obtained from questionnaires distributed to employees of Consultant X. The data were processed using multiple linear regression. The test instruments used were validity and reliability tests, with the result that all questionnaire items were declared valid and reliable. Hypothesis testing (F-test and t-test) was carried out after the classical assumption test was successfully carried out, namely multicollinearity, heteroscedasticity, and normality. Calculation of the correlation coefficient is done with the help of SPSS software version 25.0.

IV. RESULTS AND DISCUSSIONS

A. Respondents characteristics

The characteristics of the respondents who gave answers showed that there were 35 (77.8%) males and 10 (22.2%) females. Based on age, 7 respondents (15.6%) were less than 24 years old, 22 respondents (48.9%) were between 25-39 years old, 13 respondents (28.9%) were 40-59 years old and 3 respondents (6.7%) aged over 60 years. Based on education level, 2 respondents (4.4%) had High School education, 3 respondents (6.7%) had associate degrees, 34 respondents (75.6%) had bachelor’s degrees, and 6 respondents (13.3%) had master’s degrees. Based on years of service, 9 respondents (20%) worked less than 1-2 years, 7 respondents (15.6%) had tenures between 2-3 years, and 29 respondents (64.4%) had more than 4 years of service.

B. Data Analysis

➤ *Instrument Test analysis results*

The instrument has been tested for validity and reliability tests. The validity test was carried out using the Pearson Product Moment with the results showing that all indicators were valid data. The value of the r table obtained is 0.294. The r-count range for the Leadership Behavior (X1) variable ranges from 0.307-0.817. In organizational justice (X2) variables ranging from 0.553-0.907, employee engagement (X3) variables ranging from 0.481-0.765, and employee performance variables ranging from 0.335-0.752. The reliability test also shows that all variables are reliable, this can be seen from each variable that has a Cronbach's alpha value greater than 0.70. The leadership behavior variable has Cronbach's alpha value of 0.966, organizational justice of 0.901, employee engagement of 0.898, and employee performance of 0.905.

➤ *Classical Assumption Test analysis results*

The results of the classical assumption test show that the normality test can be met because the significance value obtained is greater than 0.05, which is 0.200. The results of the multicollinearity test show that the variables of leadership behavior, organizational justice, and employee engagement are not correlated or there is no multicollinearity in the regression model because tolerance > 0.1 and VIF value < 10. The results of the heteroscedasticity test can show that the three variables are free from heteroscedasticity problems. because the scatterplot graph shows that the data spread above and below the number 0 on the Y-axis or in other words the data spreads in a random pattern and is located irregularly.

➤ *Simultaneous Significance Test Results (Test F)*

Based on data processing using SPSS, the results obtained the value of F = 58.223, and Sig values of 0.000. While the value of the F table with df (41) = 2.83. Therefore, H0 is rejected, so the variables of Leadership Behavior (X1), Organizational Justice (X2), and Employee Engagement (X3) simultaneously have a significant effect on the Employee Performance variable (Y).

➤ *Result of Determination Coefficient Analysis (Adjusted R²)*

Based on data processing using SPSS, it gives an R² value of 0.796 (79.6%). This means that the contribution of

up and down employee performance variables of 79.6% is influenced by the variables of Leadership Behavior, Organizational Justice, and Employee Engagement; while the remaining 20.4% is explained by other variables which not examined in this study.

➤ *T test result (partial)*

The basis for decision making is based on the significance value, if the significance value is less than 0.05 then the independent variable has an effect and is significant on the dependent variable. The test results are summarized in Figure 2 below.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1,649	4,038		0,408	0,685
Leadership Behavior	0,1	0,048	0,336	2,064	0,045
Organizational Justice	0,358	0,162	0,318	2,211	0,033
Employee Engagement	0,27	0,086	0,325	3,132	0,003

Fig 2: - Multiple Regression Test Results

Based on Figure 2, the regression equation model is as follow:

$$Y = 1,649 + 0,336X_1 + 0,318X_2 + 0,325X_3$$

➤ *Result of Inter-Dimensional Correlation Test*

Based on the results of data processing, the correlation between the strongest dimensions is:

- The strongest correlation value between the dimensions of the leadership behavior variable and the employee performance variable is the dimension X1.3 Change-oriented behavior with dimension Y.2 Contextual Performance with a value of 0.788 and is included in the category of strong relationship level.
- The strongest correlation value between the dimensions of the employee engagement variable on employee performance is the dimension X3.1 Enthusiasm with dimension Y.2 Contextual Performance with a value of 0.701 and is included in the category of strong relationship level.
- The largest correlation value between the dimensions of the organizational justice variable on employee performance is the dimension X2.2 Procedural Justice and dimension Y.3 Counterproductive work behavior with a value of 0.747 and is included in the category of strong relationship level.

C. Discussion

The results of the hypothesis indicate that H1 is accepted, and it is concluded that leadership behavior has a positive and significant effect on employee performance. This supports the research conducted by Darmawanti (2018), Amiani & Purba (2020), Pratiwi et al. (2018), Sougui et al. (2015), and Lavena and Lo (2020) who concluded that Leadership Behavior had a positive and significant effect on employee performance. Furthermore, H2 is accepted, and it is

concluded that organizational justice has a positive and significant effect on employee performance. These results are in line with previous research conducted by Suliman & Al Khatairi (2015), Suharyoko (2016), Tangka et al. (2017) which concludes that there is a positive and significant effect of Organizational Justice on employee performance. The results of the hypothesis show that H3 is accepted, and it is concluded that employee engagement has a positive and significant effect on employee performance. These results are in line with previous research conducted by Maisyuri & Ariyanto (2021), Pratama & Aima, (2018), Bakti and Soedarsono (2017), Ramadhan and Sembiring (2015), Natalia and Rosiana (2017) which concluded that there is a positive and significant effect of Employee Engagement on Employee Performance.

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

Based on the results of research and discussion on the influence of leadership behavior, organizational justice, and employee engagement on the employee performance of Consultant X, the following conclusions can be drawn:

- H1: Leadership behavior has significant and positive effect on employee performance
- H2: Organizational justice has significant and positive effect on employee performance
- H3: Employee engagement has significant and positive effect on employee performance

B. Recommendations

From the results of research conducted by the author, some suggestions are given as follows:

➤ For Organization

- It is recommended for companies to be able to have or choose leaders with characters who can always keep abreast of new technology developments and can see developments from other companies and implement new ideas based on their observations of these other companies. Leaders are expected to be able to provide clear explanations to their subordinates regarding the vision and responsibilities required by the company, explaining new opportunities that can be obtained enthusiastically to their subordinates. A leader is also expected to always provide support and encouragement to his subordinates when they are facing problems at work.
- The company is expected to increase employee engagement by creating a work atmosphere as expected by employees so that employees continue to feel energized, high-spirited, and resilient in carrying out their work. One of these things can be done by creating a comfortable working atmosphere and making work fun for employees.
- Companies are expected to always and continue to treat employees well without any discrimination against each other, besides that the company must always enforce the rules in the company in accordance with existing norms and ethics. All decisions taken by the company relating to employees must be made based on accurate

information so that these rules can be well received by all employees. The company is also expected to give its employees the right to defend themselves and in terms of providing input or opinions in joint decision making, the company must always treat employees with respect and obtain correct and relevant information in the work environment.

➤ For future research

- Further researchers can develop this research by using other research methods in examining employee performance, Leadership Behavior, Organizational Justice, and Employee Engagement.
- Using the influence of other variables which in this study there are still 20.4% of other variables that can explain the effect on Employee Performance.
- Develop further research models by combining a more varied population and sample so that companies can get more useful input.

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