# THE IMPACT OF EFFECTIVE LEADERSHIP, MOTIVATION, AND INTERACTION TOWARD EMPLOYEE ENGAGEMENT IN UNIVERSITAS CIPUTRA SURABAYA

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**Abstract**
Universitas Ciputra Surabaya is an education institution that was established in 2006. The education institution has a lot of employees that are managed by human capital management. Globalization has led to adjustments in all sectors of human life. The higher the influence of technology, the tougher education institution competition each organization faces. This obliges any education institution or organization to empower and optimize all Education institution assets, in particular human resources. Employees can directly compare the pros and cons of working in an education institution based on real time. There are so many factors to increase employee engagement in order to reduce turnover and have high productivity. The aim of the research is to find out the factors that have an impact on employee engagement in Universitas Ciputra Surabaya. The research method is quantitative, using questionnaires in collecting data which are distributed among the employees of Universitas Ciputra Surabaya, with simple random sampling technique. The result of this research is that effective leadership and interaction have no significant impact toward employee engagement, where motivation does. There are also other findings where effective leadership, motivation, and interaction have a positive relationship toward employee engagement.

**Keywords:** Effective Leadership, Motivation, Interaction, Employee Engagement.

## 1. Introduction

### 1.1 Background
The era of globalization has led to adjustments in all sectors of human life. The higher the impact of technology, the tougher the rivalry each company faces. This obliges every business to motivate and leverage all assets of the company, in particular human resources.
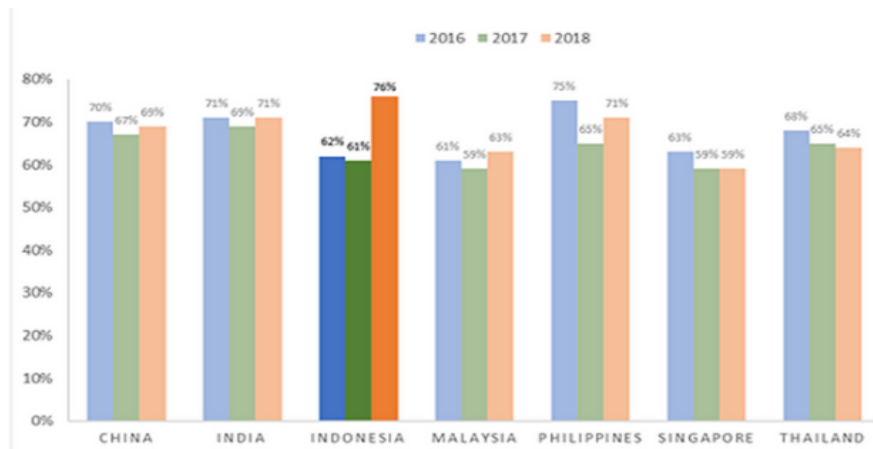
Figure 1.1 Employee Engagement in Asia-Pasific
Source: Trends in Global Employee Engagement Report by AON (2018)

Human resources can see the differences in working in different places in real time. Making it easier for them to turn over one institution to another. The data above highlight that Indonesian companies continue to face high turnover, particularly in the millennial generation.
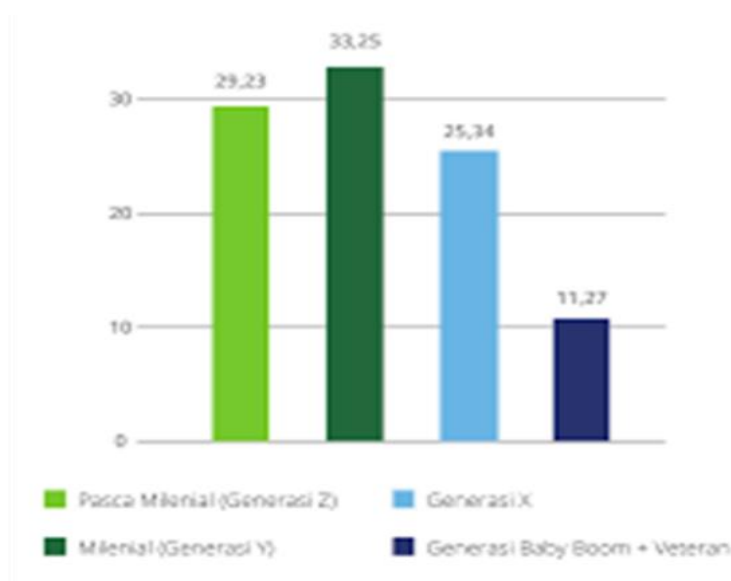


Figure 1.2 Population Composition by Generation in 2017
Source: Deloitte Indonesia Perspectives (2019)

The share of millennials in Indonesia is historically the highest in relation to other generations. From the overall population, almost half of it are of the millennial category. Based on a survey carried out in major cities of Indonesia, 9% of those millennial workers are found disengaged and other 66% found themselves to be partially engaged (Frian & Mulyani, 2018).
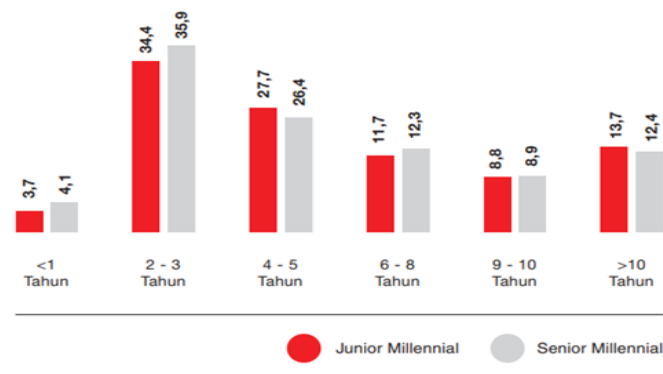
Figure 1.3 Targeted Length of Time Working in One Company
Source: IDN Research Institute, Indonesia Millennial Report (2019)

Employees in a survey by IDN Research Institute, found that the majority of respondents say their targeted length of time working in one company is two to three years. Employees who have an effective leader will claim that they are happy, would suggest, and will not consider other jobs because they are invested in their current employment. Maintenance of human capital is one of the causes for employee participation, which requires salary incentive, commission, insurance and retirement, which motivates workers to become more engaged in their jobs.

Engaged employees appear to have less desire to make turnover and a number of research studies have found work engagement is positively linked with turnover of one organization. It is important to have engaged employees for the business sustainability (Gupta & Shaheen, 2017; Osborne & Hammoud, 2017). One of the ways for an organization to improve its loyalty to workers is through leadership. Leadership style has been addressed whether it has an effect on the employee. There are leaders who can turn the beliefs, desires, expectations and aspirations of followers from self-interest to mutual interests, while at the same time giving rise to a deep commitment on the part of followers to the leadership mission (Zhang *et al.*, 2020).

There are drivers for employee engagement such as a positive working culture, inspiring leadership, meaningful work, professional development, sense of autonomy, and recognition. Inspiring leaders set fire to their staff and supporters who push them to work collaboratively. Meaningful work helps workers see their work as worthwhile. Growth is investing time and resources in workers to advance their expertise. Job autonomy offers workers the ability to receive and provide input on employment-related issues. Recognizing the workers know that they are part of a company that cares for its workers and their dedication, so that they can take an extra mile to their work (Shahid, 2019).

Leadership effectiveness can be defined by five attributes such as the ability to model the way, to inspire a shared vision, to challenge the process, to enable others to act, and to encourage the heart (Gandolfi & Stone, 2018; Yaslioglu & Erden, 2018; Rout, 2017). Employees who have an innate desire to enjoy what they do, try to acquire new abilities, and are willing to apply their

talents (Olafsen *et al.*, 2017; Tien, 2020). Motivation typically emerges because of the needs, or because of the desired goals, that have not yet been achieved. In performing effectively, the group needs to maintain some interaction over the members, stimulate members to do so, give emotional expression opportunities, and make decision choices. Majority of interaction that occurs in a group or organization performs function to remote communication, build emotional labor notions, affective interaction, and to keep in touch (Arie & Aktif, 2020; Graham *et al.*, 2018).
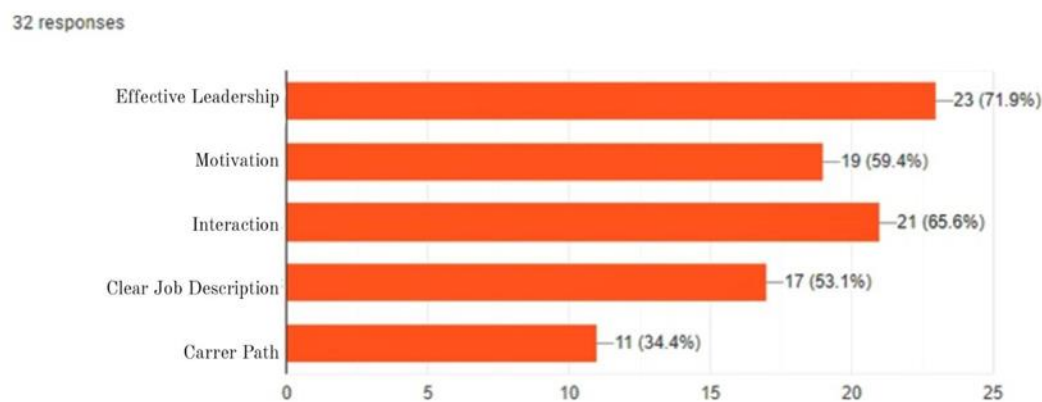


Figure 1.4 Factors of Employees Engagement by Universitas Ciputra Surabaya Employees
Source: Processed Data (2020

Prior to the research, Figure 1.4, a preliminary survey was distributed to 32 employees of Universitas Ciputra Surabaya to figure out what factors influenced their engagement. There are three (3) highest chosen factors by the employees. They are effective leadership, interaction, and motivation.

Universitas Ciputra Surabaya is a university located in UC Town Citraland, Sambikerep, Surabaya, East Java. The university, founded in 2006, holds a vision to develop world-class entrepreneurs with Integrity, Professionalism, and Entrepreneurship (IPE). Focusing in their entrepreneurship education curriculum followed with real practices, mentoring programs, national & international network, and cross study program, Universitas Ciputra Surabaya holds IPE values and encourages to improve and develop quality in all aspects (Universitas Ciputra, 2020). Universitas Ciputra Surabaya is an education institution with a lot of employees. Since there are so many programs and students, there are a lot of staff, such as student service, centers, operations, rectorates, deans, and lecturers that help manage the education institution. The pre-survey indicates that employee engagement is essential and the most influential factors included are effective leadership, motivation, and interaction.

*1.2 Research Objective*
This study is to find out the impact of effective leadership, motivation, and interaction toward employee engagement in Universitas Ciputra Surabaya.

*1.3 Theoretical Framework*

### 1.3.1 Employee Engagement

Employee involvement at the workplace represents a commitment given, a high concentration, a passion and a duty of the employee to provide services to their employer as part of the job duty (Othman & Mahmood, 2019). Employee engagement is linked to the psychological interactions of people that influence their work process and behavior (Osborne & Hammoud, 2017). Employee engagement has three indicators: emotionally, physically, and cognitively engaged. Emotionally, employees often address the company, colleagues, and their jobs with the use of positive vocabulary. They will be happy about the company. Physically, employees strongly express to remain as part of the company for a long time, instead of considering their current position as temporary transition. Cognitively engaged, employees willingly invest extra time for the company's success and acknowledge the vision and mission (Sun & Bunchapattanasakda, 2019).

### 1.3.2 Effective Leadership

Effective leadership came from many styles of leadership and approaches. The one thing stands out from the rest is transformational leadership. According to Pranitasari (2020), indicators of effective leaders are as follows: first, challenging risk behaviour. A leader that enjoys challenges encourages his employees to do the same, as they are likely to follow technological development, changes and learning processes. Second, promotes behavior change vision, a leader's intuitive and thinking further ahead. Third, behavioral motivators. Those who empower and inspire their subordinates to do their best, establish teamwork so that their subordinates feel strong and supported. Fourth, guiding behaviour. Leaders' behaviour that leads and instructs values, tasks based on labor standards set. Lastly, supportive behaviour. The behaviour that supports, encourages and rewards their achievements.

### 1.3.3. Motivation

Motivation refers to a desire to do something and determine the ability to act to satisfy individual needs. There is motivation in the maintenance of human capital. Motivation is an internal and external force that increases people's motivation and energy to be constantly interested and dedicated to making an effort to achieve a goal. Based on Ihsani & Wijayanto (2020), motivation indicators, includes: intrinsic and extrinsic motivations. Intrinsic motivation, the employees' commitment to meet expectations and improve in performance. They can build a secure environment, considence, sense of purpose and belonging in the workplace. Extrinsic motivation, motivation is built through reward and awards within the company. The form of it may be financial such as a bonus or a chance for their growth.

### 1.3.4 Interaction

Interpersonal relationship theory suggests that interpersonal interaction psychological mechanisms are unconscious and reflexive. Majority of interaction that occurs in a group or organization performs function to remote communication, build emotional labor notions, affective interaction, and to keep in touch (Arie & Aktif, 2020). According to Graham *et al.* (2018), interaction indicators are listed as follows: verbal and non-verbal. Verbal is a form of

words to share information with others. Often being expressed in a spoken and written manner, that utilize media use, like radio and mobile phones to be conveyed. Non-verbal uses the expression of body language to deliver information. A proper body language, such as good eye contact communication, confident handshaking, dressing the part, authority, being present with proper facial expression, are used in meetings, company social events, mentoring, career development opportunity, training, and recruitment.

*1.4 Latest Empirical Studies*
Research entitled "Influence of Human Resource Management Practices on Employee Work Engagement" indicates that relationships with employees, development of staff, advancement and recognition are key to employee engagement. Successful HR procedure (staff correspondence, employee growth, awards and acknowledgments) has a direct and positive relation to employee work engagement (Alzyoud, 2018). Motivation, Leadership, Environment, Culture Organization, Work Achievement, Competence and Compensation as Factors that Influence Employee Performance is another research journal. Leadership in this study is an attempt to influence participants to voluntarily accomplish organizational goals. The style of leadership is very important to achieve the established performance goals (Nguyen *et al.*, 2020).

*1.5 Hypothesis*
Previous studies and theoretical foundations contribute to defining the hypotheses of the impact of effective leadership, motivation and interaction toward employee engagement. The following hypotheses will be used in this research:

H1: Effective leadership significantly has an impact toward employee engagement in Universitas Ciputra Surabaya.

H2: Motivation significantly has an impact toward employee engagement in Universitas Ciputra Surabaya.

H3: Interaction significantly has an impact toward employee engagement in Universitas Ciputra Surabaya.

## 2. Research Methodology
The population are all full-time employees of Universitas Ciputra Surabaya. There are 376 employees. Sample is part of the population that represents the characteristics of the population (Taherdoost, 2020). Probability sampling and simple random sampling are the sampling methods used in this research. The sample sizes that represent the population based on the characteristic, the equation is times by a number between 5 to 10 (Hair et al., 2010). There are 12 indicators times a number of 8 (the researcher decided that equation) becomes 96 samples. That sample size is rounded off to 100. Thus, the respondents of this research are 100 people. Quantitative Primary Data are collected through online questionnaires distributed directly to the samples (Sileyew, 2019). Data analysis methods describe how to process data using the logical and analytical methods consisting of validity, reliability, multiple regression analysis and research tests: F-test, t-test, and coefficients.

### 3. Results and Discussion

This study uses 100 respondents who are 100 % permanent employees in Universitas Ciputra Surabaya with age range from <25 until 40< years. With value 73.3 % being 25 - 40 years old as the majority. Employees are from different departments like Management and Business, Student and Alumni Bureau, Culinary, Visual Communication Design, Accounting, Property Management, Marketing and Admission, Hospitality and Tourism Business, Medical, Academic and Administration Bureau, Food Technology, School of Entrepreneurship and Humanities, Information System of Business, Finance, and Library. Employees are divided by their work as lecturers, academic support, staff, project managers, laboratory assistants and others.

Table 1. Result of Test Validity

| Variables | Indicators | Pearson Correlation | Sig. Value (*2-tailed*) | Information |
|---|---|---|---|---|
| Effective Leadership ($X_1$) | X1.1 | 0.506 | 0.000 | VALID |
| | X1.2 | 0.483 | 0.000 | VALID |
| | X1.3 | 0.697 | 0.000 | VALID |
| | X1.4 | 0.509 | 0.000 | VALID |
| | X1.5 | 0.614 | 0.000 | VALID |
| Motivation ($X_2$) | X2.1 | 0.666 | 0.000 | VALID |
| | X2.2 | 0.625 | 0.000 | VALID |
| | X2.3 | 0.368 | 0.000 | VALID |
| | X2.4 | 0.488 | 0.000 | VALID |
| Interaction ($X_3$) | X3.1 | 0.431 | 0.000 | VALID |
| | X3.2 | 0.311 | 0.001 | VALID |
| | X3.3 | 0.493 | 0.000 | VALID |
| | X3.4 | 0.486 | 0.000 | VALID |
| | X3.5 | 0.611 | 0.000 | VALID |
| Employee Engagement (Y) | Y1 | 0.636 | 0.000 | VALID |
| | Y2 | 0.584 | 0.000 | VALID |
| | Y3 | 0.738 | 0.000 | VALID |
| | Y4 | 0.500 | 0.000 | VALID |
| | Y5 | 0.494 | 0.000 | VALID |
| | Y6 | 0.540 | 0.000 | VALID |

Source: Processed Data (2020)

Test is said to be valid and accurate if the Significant Value is no more than 0.05 or the Pearson Correlation above 0.3. Data in Table 1 is evidence that all of the variables which are effective leadership, motivation, interaction, and employee engagement are valid. All the Pearson correlations are more than 0.05 as stated on the table.

Table 2. Result of Reliability Test

| Variables | Cronbach Alpha | Information |
|---|---|---|
| Effective Leadership (X1) | 0.682 | RELIABLE |
| Motivation (X2) | 0.571 | RELIABLE |
| Interaction (X3) | 0.710 | RELIABLE |
| Employee Engagement (Y) | 0.551 | RELIABLE |

Source: Processed Data (2020)

Reliability test is to see if the data is reliable using Cronbach Alpha with a range of results. Cronbach Alpha results in the data above are in the acceptable range which is 0.5 – 0.9. A commonly accepted rule is that α of 0.5 is acceptable but weak, 0.6-0.7 represents acceptable reliability ranges, 0.8 or higher means a good one, but 0.95 are not inherently nice because they could indicate redundancy. Based on Table 2, all of the Cronbach Alpha is above 0.5, which means all of it are considered reliable (Palomo-López et al. 2020).

Table 3. The Result of Multiple Regression Analysis

| | Beta Coefficient |
|---|---|
| **(constant)** | 1.279 |
| **Effective Leadership** | 0.125 |
| **Motivation** | 0.472 |
| **Interaction** | 0.127 |

Source: Processed Data (2020)

Multiple Regression Analysis is a way to see if the data collected is having an impact on one another. Variable $X_1$ is for effective leadership, $X_2$ for motivation, $X_3$ for interaction, and Y for employee engagement. This method of analysis is to find out the effect of multiple independent variables on the dependent variable. Based on the Table 3, the equation of multiple regression analysis:

$$Y = 1.279 + 0.125 X_1 + 0.472 X_2 + 0.127 X_3$$

Equation above shows the constant value of 1.279, and all positive values of the beta coefficient. Positive values in all variables: effective leadership, motivation, and interaction, have positive relationships with the employee engagement.

Table 4. F-Test

| | Model | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 10.186 | 3 | 3.395 | 28.147 | .000[b] |
| | Residual | 11.580 | 96 | 0.121 | | |
| | Total | 21.766 | 99 | | | |

Source: Processed Data (2020)

F Statistic Test is a test to find the significance influence between independent variables toward dependent variables. Table 4 shows a significance value of 0.000 which is less than 0.05 meaning that effective leadership, motivation, and interaction variables have significant impact toward employee engagement as a dependent variable.

Table 5. t-Test

| | T | Sig |
|---|---|---|
| **(constant)** | 3.236 | 0.002 |
| **Effective Leadership** | 1.978 | 0.051 |
| **Motivation** | 6.889 | 0.000 |
| **Interaction** | 1.565 | 0.121 |

Source: Processed Data (2020)

Data above shows whether the influence of independent variables is partially significant to the dependent variable, employee engagement. The significance value of motivation 0.000 is below 0.050 meaning that variables have a significant influence toward employee engagement. On the other hand, effective leadership is 0.051 and the significance value of interaction is 0.121 which is above 0.050 meaning this variable does not have significant influence toward employee engagement variable.

Table 6. The Result of Coefficient of Correlation and Coefficient of Determination

| R | $R^2$ | Adjusted $R^2$ |
|---|---|---|
| 0.684[a] | 0.468 | 0.451 |

Source: Processed Data (2020)

Coefficient of correlation (R) of 0.684 shows that there is positive association between independent and dependent variables. Coefficient of Determination ($R^2$) shows that the relationship has not so detailed significance since 0.468 is closer to 0 and not 1. It shows that the impact of independent variables, i.e. effective leadership, motivation, and interaction toward a

dependent variable, employee engagement, is as much as 46.8%. Whilst, the other variables of 53.2% are not covered in this research.

Table 7. The Result of Multicollinearity Test

| Variable | Collinearity | | Information |
|---|---|---|---|
| | Tolerance | VIF | |
| Effective Leadership ($X_1$) | 0.850 | 1.176 | No Multicollinearity |
| Motivation ($X_2$) | 0.833 | 1.200 | No Multicollinearity |
| Interaction ($X_3$) | 0.902 | 1.109 | No Multicollinearity |

Source: Processed Data (2020)

Data has multicollinearity when the VIF value is more than 10. Table 7 shows that all of the VIF values are less than 10; meaning that the data do not have multicollinearity. VIF is the resistance reciprocal value; small VIF values display small correspondence between variables under the ideal of VIF < 3, but it is appropriate if it is less than 10 (Daoud 2018).

Table 8. The Result of Normality Test

| One-Sample Kolmogorov-Smirnov Test | |
|---|---|
| | Unstandardized Predicted Value |
| Asymp. Sig. (2-tailed) | 0.200 |

Source: Processed Data (2020)

Normality test determines the distribution of the data whether it is normal or not. The value that is above 0.05 is considered normal, which 0.200 includes in it. Exhibited above that the data in this research is normally distributed. If the result value > 0.05, the data would be normally distributed. If any data is not normally distributed, the result is not an indicative value for all the data (Kartikasarya *et al.*, 2019).

Table 9. The Result of Heteroscedasticity Test

| Variable | Sig. Value | Information |
|---|---|---|
| Effective Leadership ($X_1$) | 0.716 | No Heteroscedasticity |
| Motivation ($X_2$) | 0.063 | No Heteroscedasticity |
| Interaction ($X_3$) | 0.266 | No Heteroscedasticity |

Source: Processed Data (2020)

Significance the value of data that have no heteroscedasticity is more than 0.05. Table 9 shows that effective leadership, motivation, and interaction have no heteroscedasticity based on the significance value resulted in heteroscedasticity test. All the data above have sig. value > 0.05, using weighted least square to test the heteroscedasticity (Li & Yao, 2019).

Table 10. The Result of Linearity Test

| Variable | Significant Value | Information |
|---|---|---|
| **Effective Leadership ($X_1$)** | 0.254 | Linear Correlation |
| **Motivation ($X_2$)** | 0.013 | No Linear Correlation |
| **Interaction ($X_3$)** | 0.017 | No Linear Correlation |

Source: Processed Data (2020)

Linearity test determines the significant linear relationship where if the deviation from linearity is less than 0.05 then there is no linear relationship. Based on the Table 10, only effective leadership that has linear correlation between the variables because the sig. value is above 0.05 that is 0.254. Seeing the significance value all the data is fulfilled and only effective leadership that has linear correlation (Sedayu & Mangkoedihardjo, 2018).

By looking at the t-test result, it is summed that effective leadership and interaction have no significant value toward employee engagement. Nevertheless, motivation has a significant influence towards employee engagement. With the rising interest in leadership performance and employee participation, hardly any analytical research has investigated the direct relationship between effective leadership and employee engagement. For example, support for the organization is regarded as significant predictors of employee participation through a system of equity, justice and trust which is the standard. Leaders create justice mechanisms by handling issues, regardless of the issue, consistently. Moreover, it is the duty of the executive representatives to enforce policies enshrining legal, distributive, and digital justice (Gyensare *et al*., 2019).

The organization must retain some contact with the participants, allow the members to do this, offer space for emotional expression and make decision-making decisions. Most of the experiences in groups or organizations are undertaken to connect from a distance, create an emotional notion of work, and sustain contact. There will be no lifelong partnership, since friendship can come and end due to such circumstances that the employees cannot be in the same environment (Arie & Aktif, 2020).

A study by Alzyyoud (2018) stated that employee growth, promotion, and recognition as work motivation are essentials in employee engagement. Various essential motivations to make employee engagement provide both financial and non-financial benefits such as bonuses, incentives for good health, subscription to social security, housing loans and extra holidays. Those incentives that workers get from their organizations make them more competitive and effectively do their job and use the forms that show their high satisfaction and dedication. Effective benefits and rewards as motivation makes them feel obliged to be more dedicated and highly functional employees who want to earn compensation and recognition for their excellent work particularly where compensation and other productivity bonuses are associated (Mkheimer and Mjlae 2020).

## 4. Conclusion

The research result shows that one independent variable which is motivation has a positive relationship with employee engagement. Two independent variables–effective leadership and interaction–have no impacts on employee engagement. It means that when the motivation is high, the employee engagement will follow the same direction, which will be high. People in a working environment may not be impacted by effective leadership because their leaders do not encourage them to keep learning, do not have vision, and do not teach them how to get a work done (Gyensare et al., 2019). Respondents tend to be neutral and do what is in the norm. Rather than agree or disagree when they interact in meetings or free time, use eye contact, body language, and facial expression (Arie & Aktif, 2020). Managerial implication for effective leadership, the company should have more effective leaders, in all of their departments. The characteristic of an effective leader is already stated and can be achieved by training or personal development. Leaders should be open to criticism and will have yearly evaluation for a better performance in the future. For the second variable, motivation influences employee engagement and it has many varieties that can be chosen based on the employee preference. Encouraging employees to have better performance through motivation that fits them whether it is the salary, human development, or facilities. In interaction, employees of Universitas Ciputra Surabaya should consider interaction between co-workers as the least factor to employee engagement. As a social being it is the most natural thing to do; so, Universitas Ciputra Surabaya should maintain the good working environment by having a retreat or monthly meeting.

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