The Influence of Situational Leadership and Employee Engagement on The Need of Achievement Motivation of Non-Supervisory Employee Heavy-duty Equipment Dealer in Balikpapan

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Abstract. This study aims to analyse the influence of Situational Leadership, Employee Engagement on Achievement Motivation on 53 Employees of heavy equipment supplier agent companies in Balikpapan, which consists of some employees who are in the department of central rebuild component development (CRC) Balikpapan. The data analysis method used is structural equation modelling (SEM) with a partial least square (PLS) approach. The conclusions in this study have given us information that Situational Leadership does not always have a significant influence on need of achievement motivation with Original Sample (O) 0.128 because of differences in generation and probably some superior didn’t get Supervisory training or they never implementing how to handle team with situational leadership way. Employee Engagement has a positive and significant influence on achievement motivation with Original Sample (O) 0.742 because if there is no commitment and involvement, the company's goals will not be achieved.

Keywords: Situational leadership, Employee Engagement, Need of Achievement Motivation

1. Introduction
A study in the comprehensive Human Capital Index of more than 2,000 global companies, concluded that human-oriented human resource management (HRM) would provide progress for the organization because with the presence of motivated employees will increase productivity so that it will also increase profits company (James L. Gibson: 2002)

External changes in the company require that the owner of any company must be able to increase profits in addition to following the development of technology must also continue to improve the management of human resources that is better and more efficient. Achievement motivation is currently a trend in the world of digital work because the motivation to rule no longer dominates human needs because more population and higher education make people think that the best way to improve living standards is to excel. When a strong need is in a person, the effect is to motivate him to use behavior that leads to the satisfaction of needs [1].

Employee engagement is a variable that encourages employees to excel and improves their performance. Employee engagement is a joint commitment between the company and its employees. In
other words, employees who have a very special attachment to the work environment, and therefore these employees will voluntarily continue to contribute optimally to the progress of the organization [2].

Situational leadership is a situational leadership style that is associated with the process of persuading individuals or groups to achieve goals [3]. Situational leadership is a leadership style that is able to adjust to the characteristics of people who are led because there are four different types of characters of people, namely the first is unable and unwilling to be treated with a telling style, the second is willing and unable to be treated with a selling style, the third is unwilling and able to be treated with participating power, the fourth able and willing to carry it out treated with delegating style [4].

2. Methods
This research used descriptive quantitative research. Quantitative research is method for examining certain theories by examining the relationships between variables. These variables measured normally with research instruments, so data consisting of numbers can be analyzed based on statistical procedures. The final report for this study generally has a strict and consistent structure starting from the introduction, literature review, theoretical basis, research methods, research results, and discussion [5].

In this study, the authors examined the presence or absence of the influence of Situational Leadership style and Employee Engagement on the achievement motivation of non-supervisory employees of heavy equipment supplier agents in Balikpapan who are still actively working from 2018 - 2019.

Data analysis was performed using the Structural Equation Modeling (SEM) method. Structural equations in SEM are formulated to express causality between various constructs. Data analysis models are used to test structured relationships between research variables. In accordance with the formulation of the problem and proposed conceptual framework. The data analysis technique in this study uses the Partial Least Square (PLS) approach. The computer software used is SmartPLS version 3.2.7, developed by the institute of SmartPLS GmbH P.O. Box 1123 2574 Boenningstedt, Germany.

The steps taken are designing structural models (inner and outer models) than constructing the path to the equation system so that the loading and weight factors are known. After that is done then check the Goodness of Fit and Hypothesis testing

3. Results and Discussions

Data quality testing is done by looking at Discriminant Validity which is assessed by comparing the square root of Average Variance Extracted (AVE) values of each construct with the correlation between other constructs in the model at the figure 1. If the AVE root value of each construct is greater than the correlation value between constructs and other constructs in the model, then it is said to have a good discriminant validity value. This measurement can be used to measure the reliability of component
scores of latent variables and the results are more conservative compared to composite reliability. Recommended AVE value should be greater than 0.50 [6]. In this study, it was found that the AVE value of the Employee Engagement variable was 0.557 and Situational Leadership 0.569 and Need of achievement motivation was 0.569 so it can be said to have good discriminant validity.

The data analysis method in this study resulted the reliability being tested to know the extent of the reliability of a measuring instrument to be used in the same assessment can be seen in the figure 2. Testing this study uses Cronbach’s Alpha with the result of Employee Engagement is 0.774 for Need of Achievement is 0.841 for Situational Leadership 0.709 means that all variables have Cronbach's Alpha > 0.60 so that it can be said that all measuring concepts of each variable in the questionnaire are reliable and for then the items in each of the concept variables are feasible to be used as a measurement tool.

**Figure 2.** Cronbach’s Alpha processed with SmartPLS Output 3.2.7 (2019)

3.1. Designing Structural Models (inner and outer models)

The research model uses partial least square (PLS) with estimated path coefficients, loading, and weight can be seen in figure 3.

**Figure 3.** Structural model processed with SmartPLS Output 3.2.7 (2019)

3.2. Goodness Fit Evaluation

Goodness of fit Model examination can be seen from the value of R2 (R Square) on endogenous variables (Need of achievement motivation) of 0.680, which means the model can explain phenomena
or variations of variables Need of achievement motivation can be explained by Situational Leadership and Employee Engagement variables of 68% (0.68 x 100%) while the rest is explained by variations of other variables outside the research model by 32%.

3.3. Hypothesis Test

Based on the results of the analysis of the images can be presented the following table of hypothesis test analysis:

|                          | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics | P Values |
|--------------------------|---------------------|-----------------|----------------------------|--------------|----------|
| Employee Engagement ->   | 0.742               | 0.713           | 0.084                      | 8.795        | 0.000    |
| Need of achievement      |                      |                 |                            |              |          |
| motivation               |                     |                 |                            |              |          |
| Situational Leadership   | 0.128               | 0.145           | 0.109                      | 1.177        | 0.240    |
| -> Need of achievement   |                      |                 |                            |              |          |
| motivation               |                     |                 |                            |              |          |

Table 1 explain that Employee Engagement has a positive and significant effect on the need for achievement motivation having an Original Sample (O) value of 0.742 and situational leadership variables also influencing but not too significant with an Original Sample (O) value of 0.128. Source: SmartPLS Output 3.2.7 (2018)

Figure 4. Path Coefficients processed with SmartPLS Output 3.2.7 (2019)

4. Conclusions

Research and discussion that has been conducted on 53 non-supervisory level heavy equipment dealer employees in Balikpapan with various ethnic characters regarding the hypothesis testing variables that affect the need of achievement motivation is dominated by the positive and significant influence of Employee Engagement with an original sample value of 0.742 and a hypothesis Situational Leadership on the need of achievement motivation has a value of the original sample that is not too significant that is equal 0.128. Employee engagement activities in this company successfully make employees survive
and proudly become part of the company and they strive to provide the best for the company through innovation, creativity, and independence.

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