
The Effect of Leadership Style, And Personality on Employee Involvement on Team Work with Service Orientation as Mediation: Study in Prison of Class Iib in Banda Aceh

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Abstract

The purpose of this study to see the impact of style of leadership, employee involvement and personality to the service orientation and on teamwork. As the object of this study is the style of leadership, employee involvement, personality, service orientation and teamwork. The population in this study is all employees of Prison of Class IIB Banda Aceh which amounted to 140 people. Sampling with census method, it takes all population so it provides as many as 140 respondents. The result shows that leadership style effects services orientation, employee involvement effects service orientation, personality does not effect service orientation, leadership style effects team work, employee involvement effects team work, personality does not effect team work, team work effects orientation service, leadership style effects team work through the service orientation, employee involvement effects team work through the service orientation, and personality does not effect team work through service orientation in Prison of class II Banda Aceh. This research is successfully tested the model and develop the new premises of the causality theories. The novelty resides in providing the model, especially with service orientation that mediates the effect among variables, and with the new object. In this model also proves the service orientation has the largest beta coefficient value that can be described as the biggest trigger in promoting the formation of more solid teamwork and coherent.

Keywords: Leadership Style, Employee Involvement, Personality, Service Orientation, Teamwork.

1. Introduction

One of the government administration functions performed by government personnel is to provide the satisfaction of the. It is based on the laws and regulations of Indonesia that has provided for implementing the general principles of clean and good governance.

Employee is an asset or a primary asset for any company or organization. They are planners, executors and controllers that have always played an active role in achieving the objectives of an organization, in this case the Prison of Class IIB located in Banda Aceh. Therefore the team work among employees in an organization is very important role in order to improve the services to inmates at the prison. Employees who have high teamwork on the job have a better performance in his duties as compared to other employees who feel lack of togetherness in the work.

To achieve the goal, the human resources need to be given a considerable boost to be motivated and also needs the appropriate leadership style adopted by the leader in the teams within an organization (Ababneh, 2015). Then the involvement of employees in various activities in the organization is also needed so that each employee feels have responsibilities within the organization as well as the attitude of personality of each employee.

To achieve the goals of the organization so desperately needed their cooperation within the team (Sriyono & Lestari, 2013) or commonly known by the name of team work, which means with the good teamwork that cooperation activities will go well, especially in providing the better service quality (Chuang, Jackson, & Jiang, 2013). If observed carefully the every form of activity in an organization, what makes it success is the good performance of its teamwork.

2. Literature Review

Team Work

(Montgomery, Spânu, Baban, & Panagopoulou, 2015) stated that the team work is an activity that is managed and carried out a group of people who are members of the organization. Team work also aims to improve cooperation and communication within and among parts of the enterprise. Usually team work consisted of people who have different skills that made strengths in achieving corporate goals. The above statement is reinforced by (Khan & Mashikhi, 2017) which stated that teamwork is a form of group work are to be organized and well run. The team consists of people who have different expertise and coordinate to work together with the leaders. Occurred a strong interdependence with one another to achieve a goal or complete a task. By doing team work is expected to result exceeded if done individually.

Orientation Services

Service orientation is the attitude and behavior of civil servants work in providing the best service to the communities served include among others, bosses, co-workers, work units, and / or other agencies. (Popli & Rizvi, 2015) stated that the service is an action or activity that can be offered by one party to another, essentially intangible and does not result in any ownership. Services often associated with service elements that are often referred to as services. Services in question are services offered banks in an effort to attract customers by providing optimal service to consumer service user of the service itself.

Leadership style

Leadership style according to (Luthans, 2012) is the leader overall pattern of action as perceived by employees. This indicates that leadership style can be role models for employees in running the organization to achieve its goals. The research of (Hatta, Musnadi, & Mahdani, 2017) revealed that the relationship between the leader and the led is a process of leadership because a leader needs followers and followers need leaders. Although the leader and followers are interrelated, the leaders should often initiate a relationship, and also communicate and maintain it so that organizational goals as it has been formulated in the vision, mission, plans and strategy of the organization can be achieved.

Employee Involvement

According to (Osborne, 2016), employee involvement is the level of employee identification with his work, actively participate in his work, and consider his performance in his work is more important for his own good. Employees with a high level of involvement with a strong work correctly recognize and notice the type of work they do. High levels have been found to be associated with less absenteeism and employee turnover level is lower. (Sharma & Bhatnagar, 2017) stated employee involvement is the extent to which a person's degree of impartiality psychologically to work and consider the level of performance is essential to self-esteem.

Personality (Personality)

Personality is seen as the motive behavior and system behavior. Personality includes a concept based on a situation, process and psychological structure that causes a behavior becomes (Guay, Choi, Oh, & Mitchell, 2015). Human behavior is either consciously or unconsciously based on a specific motivation which is a dynamic force and director of human behavior. People who are good personality satisfying psychological needs creatively and productively. While people are less good personality satisfy the needs of the irrational way.

Research paradigm and hypothesis

Paradigm or relationships between concepts (variables) in this study is illustrated in the figure 1 below.

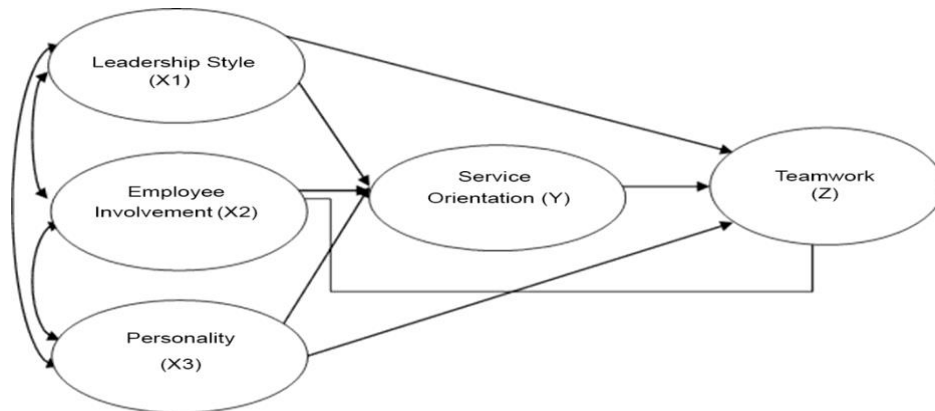


Figure 1. Research Paradigm

Based on the phenomenon and on the theoretical basis that has been stated previously, then some alternative hypothesis can be stated as follows:

- H1: The leadership style affects the service orientation in Prison of Class IIB Banda Aceh.
- H2: Employee involvement affects the service orientation in Prison of Class IIB Banda Aceh.
- H3: Personality affects the service orientation in Prison of Class IIB Banda Aceh.
- H4: The leadership style affects the team work at the Prison of Class IIB Banda Aceh.
- H5: Employee involvement affects the team work at the Prison of Class IIB Banda Aceh.
- H6: Personality effect the team work at the Prison of Class IIB Banda Aceh.
- H7: Service orientation effects the team work at the Prison of Class IIB Banda Aceh.
- H8: There is the indirect effect of leadership style on the team work at the Prison of Class IIB Banda Aceh through service orientation
- H10: There is the direct effect of employee invovement on the team work at the Prison of Class IIB Banda Aceh through service orientation

H11: There is the indirect effect of personality on the team work at the Prison of Class IIB Banda Aceh through service orientation

3. Research Method

Location and Object

The location of this research conducted at the Prison Class IIB Banda Aceh. The variables are the style of leadership, employee involvement, and personality of Team work.

Sample

The population is all employees of Prison Class IIB Banda Aceh, amounting to 140 civil servants. This study uses a sampling technique using census method. So the number of sample is 140 respondents.

Data analysis method

Processing of the data obtained in the field is conducted by using a model equation of multivariate techniques in order to analyze among variables, and also the relationship with the indicator variables respectively. Ha acceptance criteria is Critical Ratio (CR) > 1.96 and the Probability (P) < 0.05.

4. Result And Discussion

Loading Factor

The validity test result can be seen from the loading factor in the figure below:

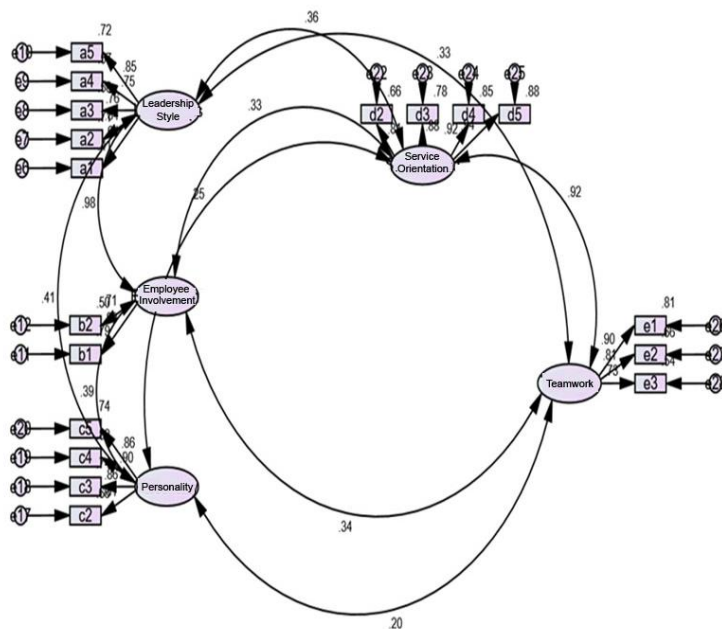


Figure 2. Loading Factor

The test result shows that some indicators of the variables have values below the loading factor of 0.5. The following table is the net measurement test results that can be included in the structural testing.

Table 1. Loading Factor

No.	Indicator		variables	estimate
1	a1	<---	Leaderships	.637
2	a2	<---	Leaderships	.844
3	a3	<---	Leaderships	.761
4	a4	<---	Leaderships	.752
5	a5	<---	Leaderships	.849
6	b1	<---	Involvement	.889
7	b2	<---	Involvement	.710
8	c2	<---	Personality	.810
9	c3	<---	Personality	.860
10	c4	<---	Personality	.903
11	c5	<---	Personality	.859
12	d2	<---	ServOriented	.811
13	d3	<---	ServOriented	.884
14	d4	<---	ServOriented	.924
15	d5	<---	ServOriented	.936
16	e1	<---	teamwork	.899
17	e2	<---	teamwork	.814
18	e3	<---	teamwork	.735

Table 1 shows the loading factor of all indicators in the model, and already qualify for further treatment because it has a loading factor > 0.5 .

Table 2. Goodness of Fit

Criteria Index Size	Cut-off Value	Results	Evaluation
Chi Square	expected to be small	257 691	Fit
CMIN / DF	CMIN / DF <2	2.095	Fit
GFI	≥ 0.90	0.906	Fit
AGFI	≥ 0.90	0.871	Well
IFI	≥ 0.90	0.960	Well
CFI	approaching 1	CFI Above 0.5	relatively Good
PNFI	0-1	PNFI 0-1	Fit
RMSEA	<0.08	0.068	Fit

Structural Analysis of Direct Hypothesis

Structural testing conducted has produced the information needed to answer the hypotheses that have been built before whether proven or not. Figure 3 below illustrates the effect of variables:

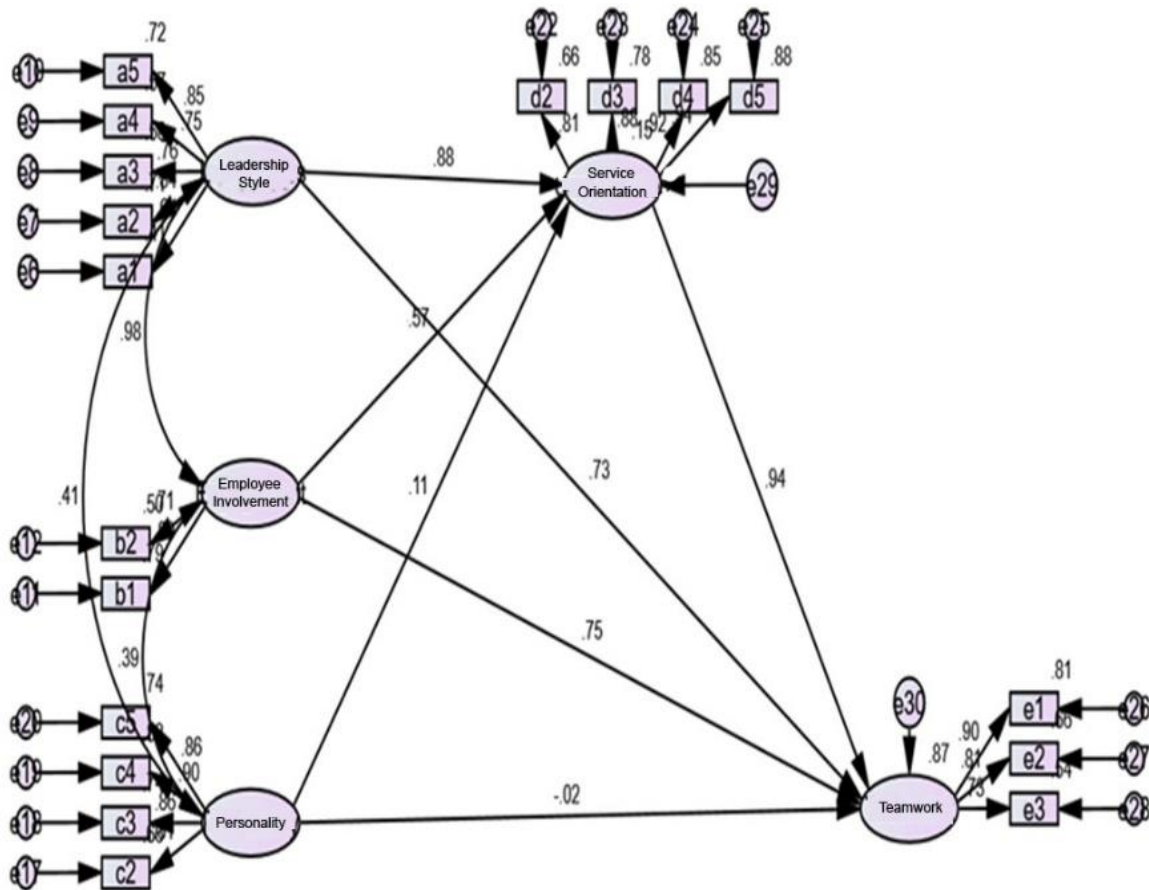


Figure 3. Structural Equation Model

Based on Figure 3 explains the influence of each variable is leadership style, employee involvement, Personality, Service Orientation and Teamwork for entire hypotheses testing along with the result.

Table 3. Hypothesis Conclusion

No.	hypothesis	CR Cut off> 1.96	P Value Cut off <0.05	Information
1	The Leadership Effects Service Oriented	7.073	***	Accepted
2	The Employee involvement Effects Service Oriented	8.058	***	Accepted
3	The Personality Effects Service Oriented	1.749	.080	Not Accepted
4	The Leadership Effects teamwork	66.536	***	Accepted
5	The Employee involvement Effects teamwork	11.100	***	Accepted
6	The Personality Effects Teamwork	-.493	.622	Not Accepted
7	The Service Oriented Effects teamwork	15.209	***	Accepted

seen from the 7 existing direct hypotheses, two are not significant, that are the hypothesis 3 and 6 that have the CR value respectively 1.749 and -0.493, and a P value of 0.112 and -0.022 which do not meet the minimum acceptable conditions of hypothesis. So in other words only the other independent variables namely Leadership Style and Employee Involvement can effect the dependent variables in Prison of Class IIB Aceh.

Direct and Indirect Effect

The following is the conclusion of indirect effects hypotheses.

Table 4. Conclusion Hypothesis Indirect

No	Hypothesis Indirect	P Value <0.05	beta	Information	Mediation role
1	The Effect of leadership style on teamwork through service orientation	***	0.823	accepted	Partial
2	The Effect of employee involvement on teamwork through service orientation	***	.536	accepted	Partial
3	Effect of employee personality on teamwork through service orientation	Not significant	-	Not Accepted	Not a mediation Variable

Leadership Style and Employee Involvement Team affect the Teamwork, either directly or through a variable service orientation so the service orientation serves as a mediation variable. Because both directly and through the Orientation Services are significant, then the role of

variable orientation here is as a partial mediation. While on the other hand that the influence of personality of the teamwork, either directly or indirectly is not significant, because it has a number CR and p below the requirement. Because of the influences of these two variables are not significant, the indirect influence does not happen between the personalities on the team work in Prison of class II Banda Aceh.

5. Conclusion

The result shows that Leadership Style effects Services orientation, Employee involvement effects Service Orientation, Personality does not effect service orientation, Leadership Style effects Team Work, Employee involvement effects Team Work, Personality does not effect Team Work, Team Work effects Orientation Service, Leadership Style effects Team Work through the Service Orientation, Employee involvement effects Team Work through the Service Orientation, and Personality does not effect Team Work through Service Orientation in Prison of class II Banda Aceh. This research is successfully tested the model and develop the new premises of the causality theories. The novelty resides in providing the model, especially with service orientation that mediates the effect among variables, and with the new object. In this model also proves the service orientation has the largest beta coefficient value that can be described as the biggest trigger in promoting the formation of more solid teamwork and coherent. The limitation lies in the scope of variables and object.

Some figures are mapped for the discussion and suggestion. The findings are proven performance orientation variables that have the greatest number of beta coefficient can be described as the biggest trigger in promoting the formation of teamwork more solid than other variables that has the largest beta value is 94.0%. Therefore, when teamwork became the main concern to be improved, so the employee orientation activities needs to be increased, so it can trigger the increase of the teamwork in the organization.

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