

THE EFFECT OF TRAINING AND SERVANT LEADERSHIP ON THE EMERGENCE OF WORK ENGAGEMENT IN EMPLOYEES OF PT. BANK SUMUT BALIGE BRANCH DURING THE COVID-19 PANDEMIC

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ABSTRACT

Work engagement with employees is important for the company. The existence of work engagement among employees can improve the company's performance continuously. To be able to trigger the emergence of work engagement, the company conducts training with the aim of motivating, increasing skills, and also expanding knowledge about work. In addition to training, servant leadership is also needed, namely leadership with care and good service, a servant leader makes his subordinates do the same thing as he does. The implementation of training and servant leadership is a challenge for companies considering the current Covid-19 Pandemic. Therefore companies are required to be able to do as much as possible. The study aims to analyze the impact of training and servant leadership on work engagement among employees at PT. Bank Sumut Balige Branch during the covid-19 pandemic. The impact of training and servant leadership will be severely tested, simultaneously against work engagement. This form of research is a quantitative study with an associative approach. The population in this study is employees of PT. Bank Sumut Balige Branch and Silimbat Sub-Branch Office have as many as 32 respondents. The method of analysis used is the validity test, the religious test, the classic assumption test, the linear regression analysis, and the hypothetical test. The result of this research is that Training has no effect and is not significant to the emergence of Work Engagement. Servant Leadership influences the emergence of Work Engagement. Training and Servant Leadership have simultaneous influences. Training and Servant Leadership contributed 24.9% to the emergence of Work Engagement. The rest is influenced by other variables such as organizational culture and other leadership models.

Keywords: *training, servant leadership, work engagement, PT. Bank Sumut*

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INTRODUCTION

The Covid-19 pandemic has caused many changes to work patterns in various companies. So companies must comply with these patterns or rules as a form of participation in minimizing the spread of Covid-19. Quoted from kemenkes.go.id, regarding the decision of the Indonesian Ministry of Health No. HK. 01. 07/MENKES/328/2020, several decisions of the Ministry of Health to be implemented in the workplace in order to support businesses in the midst of a pandemic, namely working from home (work from home), body temperature is measured at the entrance to work, working hours are not too long, workers are required to wear masks from the time they travel/go home, and while at work, hand washing facilities, ensure that all areas are clean and hygienic by cleaning disinfectants, especially on door handles, elevator buttons, office equipment, and other public facilities.

In the conditions of the Covid-19 pandemic, work engagement is very necessary. Given that work engagement has a very large impact on company performance, work engagement is able to create good employee productivity, good attendance, work safety, customer satisfaction, and customer loyalty. Work engagement is often equated with employee engagement(Kuok & Taormina, 2017). Work engagement and employee engagement have differences where work

engagement is more to a person's feelings or relationship with his work while employee engagement relates to a person's feelings towards the organization. In this case, work engagement is the most appropriate to apply (George et al., 2022).

Developing an attitude of work engagement requires support from the company. One way that can be done is to carry out training which is a method that has been carried out for a long time with the aim of motivating, helping employees have the ability to work and be reliable in all situations. Implementation of training is expected to be able to assist employees in mastering and doing their jobs. Not only training, the role of a leader is also very important to be able to motivate his subordinates to do their job well (Meyer & Schneider, 2021).

Leaders have their own way of being able to lead their subordinates. Leaders can try different types of leadership styles according to the conditions of their subordinates. The servant leadership model is one of the currently recommended leadership models to be implemented, this leadership model is not a new leadership model even though it is rarely heard of. This leadership is leadership that has a high sense of caring for its employees (Marciano, 2010). According to Greenleaf (2019) states that a servant leader is a leader who has the feeling or conscience to serve first because the priority needs of others are well served. This leadership puts itself at the bottom and employees at the top like an inverted pyramid. Johnson (Iswanto, 2017) The servant leadership model is simple leadership, altruism, and humility. This service leadership is leadership that wants to encourage employees to progress and develop, be independent, and also empowered, this leadership wants employees to do or emulate their leadership style so that these employees will also prioritize consumers and apply the service model as applied by their leaders (Akbar & Nurhidayati, 2018). PT. Bank Sumut is a company that has also been affected by Covid-19, where there have been many changes in work patterns, decreased credit, and financing. Nevertheless, PT. Bank Sumut continues to conduct training and servant leadership to help employees gain new knowledge and knowledge during the Covid-19 pandemic, motivate employees and help employees to be able to solve problems while working during a pandemic (Liu, 2021). Given the Covid-19 pandemic situation, employees need more motivation and attention from superiors so that employees are able to work well and will have a good impact on company performance (Davis, 2017). The training conducted by PT. Bank Sumut during the pandemic took place online. In-house training and domestic external training are the types of training chosen by PT. Bank Sumut during the Covid-19 pandemic. According to Khaeran (Jayadipura, 2018) In-house training is training held at the request of a group. While external training is training attended by companies from outsiders.

Table 1.1 Number of North Sumatra Bank Training and Participants in 2020

No	Type	Total Training	Participant
1	Inhouse Training	36	3.766
2	Domestic External Training	136	2.536
	Total	172	6.202

Source: Bank Sumut.co.id (2020)

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The following are in-house training and domestic external training conducted by PT. North Sumatra Bank at Balige Branch.

Table 1.2 Training at PT. Bank Sumut Balige Branch

No	Type of Training	Material	Organizer
1	In House Training	Gathering and Dissemination of Bank Sumut Products to BPR and BPRS Members Perbarindo DPD	PT. Bank Sumut-Divisi Dana dan Jasa
2	In House Training	Work management	PT. Bank Sumut-Divisi SDM
3	External Training	Training and Certification Exams Government Procurement of Good Services	Ikatan Ahli Pengadaan Indonesia (IAPI)
4	External Training	Socialization of Commercial Bank Regulations	Otoritas Jasa Keuangan (OJK)
5	External Training	Design Thinking for Banker: Strategy to Face the New Normal	Infobank Institute
6	External Training	The Future of Banking: The Impact of Digital Transformation and Pandemi	Otoritas Jasa Keuangan (OJK)
7	External Training	Current Trends in Performance Management for Development Banks Area	One GML
8	External Training	IT Cyber Security in the Middle of a Pandemic	ASBANDA

Source: PT. Bank of North Sumatra (2021)

In 2021 PT. Bank Sumut won the Golden Trophy at the 2021 Infobank Awards. PT. Bank Sumut continues to maintain its performance even in the Covid-19 pandemic situation where most companies go bankrupt due to large losses. This is inseparable from the role of human resources in it. In this achievement work engagement is the biggest factor in driving good company performance.



Figure 1. Award to PT. Bank Sumut Source: Tribune Medan.com (2021)

Based on the phenomenon and background description above, the researcher is interested in conducting research that discusses Training and Servant Leadership on the emergence of Work Engagement with the title of this study "The Effect of Training and Servant Leadership on the Emergence of Work Engagement in Employees of PT. Bank Sumut Balige Branch During the Covid-19 Pandemic.

Based on the background, the formulation of the problem in this study is as follows:

1. What is the effect of training on the emergence of work engagement among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic?
2. How does servant leadership influence the emergence of work engagement among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic?
3. How does training and servant leadership influence the emergence of work engagement among PT. Bank Sumut Balige Branch during the Covid-19 pandemic?

METHOD

Form of Research

This research is quantitative research with an associative approach that aims to find the influence between variables. The effect that we want to know in this research is the effect of training and servant leadership on the emergence of work engagement among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic. This research was conducted from August to September 2021.

Population and Sample

The population in this study are employees of PT. Bank Sumut Branch Balige and KCP Silimbat have as many as 32 employees. The sample in this study is a total sample where all members of the population are sampled (Sugiyono, 2015). The sample size is 100% representative of the population so there is no generalization error. The sample in this study was 32 people, namely employees of PT. Bank Sumut, Balige, and KCP Silimbat Branch took two branches in this study because the sample at one branch did not meet the criteria for a good sample. Roscoe's (Memon et al., 2020) good sample size in quantitative research is 30-100 respondents.

Research Hypothesis

1. Ha1: the effect of training on the emergence of work engagement among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic.
2. H01: there is no effect of training on the emergence of work engagement among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic.
3. Ha2: there is the influence of servant leadership on the emergence of work engagement to employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic.
4. H02: there is no influence of servant leadership on the emergence of work engagement to employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic.
5. Ha3: the influence of training and servant leadership on the emergence of work engagement among PT. Bank Sumut Balige Branch during the Covid-19 pandemic.
6. H03: there is no effect of training and servant leadership on the emergence of work engagement among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic.

RESULTS AND DISCUSSION

T-test

The results of the Partial Significance Test (T-Test) are as follows:

Table 3 Partial Test (T-Test)

Coefficients^a		Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
			B	Std. Error			
1	(Constant)	30.997	8.261			3.752	.001
	Training	.180	.143	.207		1.257	.219
	servant_leadership	.219	.082	.442		2.683	.012

a. Dependent Variable: work engagement

Source: Data Processing Results (2021)

Based on the T-test results above, it can be concluded that:

1. The results of testing through statistical software for the variable Training (X1) on Work Engagement (Y) obtained a t-count value of 1.257 where the t-table value is 2.045 which means that the t-count value < t-table (1.257 < 2.045) with a significance value greater than 0.05 (0.219 > 0.05) and a positive regression coefficient of 0.180. So it can be concluded that the Training variable (X1) has no effect and is not significant on the Work Engagement variable (Y), so H02 is accepted.
2. The results of testing through statistical software for the variable Servant Leadership (X2) on Work Engagement (Y) obtained a t-count of 2.683 where the t-table value is 2.045 which means that the t-count > t-table (2.683 > 2.045) with a significance value less than 0.05 (0.012 < 0.05) and a positive regression coefficient of 0.219. So it can be concluded that the Servant Leadership variable (X2) has a significant effect on Work Engagement (Y), so Ha2 is accepted.

F test

Simultaneous test results (Test F), namely testing the independent variables on the dependent variable together in Table 4, are as follows:

Table 4. F Test Results

ANOVA^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	224.993	2	112.497	6.135	.006 ^b
	Residual	531.726	29	18.335		
	Total	756.719	31			

a. Dependent Variable: work_engagement
b. Predictors: (Constant), servant_leadership, training

Source: Data Processing Results (2021)

It can be seen that the calculated F value is 6.135 and the F table value is 3.33, then the F count > F table (6.135 > 3.33) and the sig. of 0.006 < 0.05, it can be concluded that the variables Training (X1) and Servant Leadership (X2) have a simultaneous (together) and significant effect on Work Engagement (Y).

R2 Test (Coefficient of Determination)

Table 5. Test Results for the Coefficient of Determination (R2)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.545 ^a	.297	.249	4.282	

a. Predictors: (Constant), servant_leadership, training
b. Dependent variable Work Engagement

Source: Data Processing Results (2021)

The value of R is 0.545, which means the correlation between training and servant leadership variables on close work engagement, the closer the R-value is to 1, the better this model is used. The Adjusted R Square value in Table 4.74 is 0.249 (24.9%) which means that Training (X1) and Servant Leadership (X2) can explain the Work Engagement (Y) variable of 24.9%, the remaining 75.1% is influenced by other variables such as organizational culture, and other leadership models.

The Effect of Training on the Emergence of Work Engagement in Employees During the Covid-19 Pandemic at PT. Bank Sumut Balige Branch

As stipulated in RPOJK (draft financial services authority regulation). 03/2019 concerning the provision of funds for developing the quality of human resources for commercial banks Chapter III Article 1 says to support the implementation of education and training for human

resources for commercial banks. Commercial banks are required to provide education and training funds of at least 5% (five percent) of the HR budget for the current year. In order to improve the competence of the employees of PT. Bank of North Sumatra and based on RPOJK Chapter III article 1 regulations, PT.

Bank Sumut conducts training at least 3 (three) times in one year. The training conducted by PT. Bank Sumut is usually carried out by Bank Sumut itself or sending participants to attend training held by other parties (external) with a composition of 22.84% and 77.16%. Before the Covid-19 pandemic, all training participants were usually sent to PT. Bank Sumut is located in Medan City or in a place provided by an external party [19] to take part in the training, but due to the Covid-19 pandemic, the training is carried out online through a meeting application. This resulted in a decrease in the training budget conducted by PT. Bank Sumut in 2019 amounted to IDR 14,544,967,802 and in 2020 IDR 7,152,131,286. The training conducted by PT. Bank Sumut on old employees consists of Inhouse Training and Domestic External Training. This training involves all employees consisting of directors, commissioners, secretaries, division heads, branch heads, deputy leaders, executors, and others.

Based on the test results conducted in this study explained that the Training variable had no effect on Work Engagement. In the T-test, it was found that the Training variable (X1) on Work Engagement (Y) obtained a t-count value of 1.257 where the t-table value was 2.045 which means that the t-count $< t\text{-table}$ ($1.257 < 2.045$) with a significance value greater than 0.05 ($0.219 > 0.05$) and the regression coefficient is 0.180. Then the results of H02 are accepted, namely "There is no effect of training on the emergence of work engagement among employees during the Covid-19 pandemic at PT. Bank Sumut Balige Branch.

Other factors that cause training to have no effect on the emergence of work engagement among employees are due to the training conducted by PT. Bank Sumut takes place online. This method is not liked by some employees because it tends to be unfocused because the training takes place from their respective workspaces, where employees have to work while attending training. In addition, technical problems sometimes occur, namely bad internet connection resulting in poor audio and image quality as well so that employees are less focused and do not understand the material delivered by the trainer. This is in accordance with research (Murniati et al., 2019) which states that the technical constraints faced by employees during training will cause employees to be less focused on participating in the training. Some employees also don't like online training because with online training they don't get transportation money or pocket money like during training before the Covid-19 pandemic.

The results of this study are different from the results of research from Davidescu et al., (2020) which also state that there is an effect of Training on Work Engagement of 82.3% and research by (Maria & Georgios, 2021) states that Training has a positive effect on Work Engagement that is equal to ($r = 0.463$). In contrast to the results of this study which state that there is no intermediate effect between Training and Work Engagement. There were differences between this study and previous studies because this research took place during the Covid-19 pandemic.

The Effect of Servant Leadership (X2) on the Emergence of Work Engagement (Y) in Employees During the Covid-19 Pandemic at PT. Bank Sumut Balige Branch.

Application of Servant Leadership at PT. Bank Sumut is in accordance with the company's value, namely "Providing the Best Service". The leaders used in this study are branch leaders because employees of PT. Bank Sumut KCP (sub-branch office) Silimbat responded to the servant leadership of the same branch leadership. PT employees at Bank Sumut KCP Silimbat and Balige Branch always interact in Performance evaluation meetings every month. This activity was attended by all employees of PT. Bank Sumut Balige, KCP and Cash Office.

Based on the data that has been tested, it shows that the variables used in this study are valid and reliable so that they can be used in this study. Based on the results of data processing, it was obtained that the variable Servant Leadership (X2) to Work Engagement (Y) obtained a t-count value of 2.683 where the t-table value was 2.045 which means that the t-count $>$ t-table ($2.683 > 2.045$) with a significance value less than 0.05 ($0.012 < 0.05$) and a positive regression coefficient of 0.219. So it can be concluded that the Servant Leadership variable (X2) has a significant effect on Work Engagement (Y), so Ha2 is accepted. So it can be concluded that Servant Leadership has an effect on the emergence of Work Engagement among employees during the Covid-19 pandemic at PT. Bank Sumut Balige Branch.

Servant leadership at PT. Bank Sumut Balige Branch has a positive and significant influence on work engagement, this is because of the leadership of PT. Bank Sumut Balige Branch has a high sense of caring for their subordinates and wants to motivate and be a listener to their subordinates. This attitude makes employees imitate the attitude of the leadership, namely willing to serve first, serve well, and sincerely, when consumers are served well it will have an impact on consumer loyalty, and consumer loyalty will have a good impact on company performance. Barrett (Hidayat et al., 2021) stated that servant leadership has a great influence on the success of its employees. Leaders become innovators, trainers, builders, and drivers of their employees (Hidayat et al., 2021).

The results of this study are in line with the research by Zheng et al. (2020) entitled "Service Leadership, Work Engagement, and Service Performance: The Moderating Role of Leader Skills". The results of this study are servant leadership was found to have a positive effect on work engagement. Research by Ozturk et al. (2021) also states that servant leadership has a greater effect on work engagement than the variable job satisfaction ($B = 0.56$, $t = 5.45$).

The Effect of Training (X1) and Servant Leadership (X2) on the Emergence of Work Engagement (Y) in Employees During the Covid-19 Pandemic at PT. Bank Sumut Balige Branch

Based on the results of the explanation and processing of statistical data, it can be concluded that Training (X1) has no effect and is not significant on the emergence of the Work Engagement variable (Y). While Servant Leadership (X2) has a positive and significant effect on the emergence of Work Engagement (Y) among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic.

The following are the results showing that the variables Training (X1) and Servant Leadership (X2) have a simultaneous (together) effect on the emergence of Work Engagement (Y) among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic

19. The results of the correlation coefficient values show the relationship between training (X1), servant leadership (X2), and the emergence of work engagement (Y) which is categorized as moderate, namely 0.545, the closer the R-value is to 1, the better the model used. While in the R2 test, the value of the Adjusted R Square in Table 4.54 is 0.249 (24.9%), which means that the Training (X1) and Servant Leadership (X2) can explain the Work Engagement (Y) variable of 24.9%, the remaining 75, 1% is influenced by other variables that the researchers did not explain in this study, such as organizational culture and other leadership models.

CONCLUSION

Based on the results of the research and discussion, the researchers draw the following conclusions: The Training variable has no effect and is not significant on the emergence of Work Engagement among employees during the Covid-19 pandemic at PT. Bank Sumut Balige Branch. The Servant Leadership variable has a significant effect on the emergence of Work Engagement among employees of PT. Bank Sumut Balige Branch during the Covid-19 pandemic. The Variables of Training and Servant Leadership have a simultaneous effect on the Work Engagement variable. The coefficient of determination of the training and servant leadership variables can explain the work engagement variable.

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