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THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CLIMATE ON EMPLOYEE ENGAGEMENT

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Abstract

This study aims to determine the effect of transformational leadership and organizational climate on employee engagement. The participants were active employees of 57 men and 49 women between age 22-42 years old representing each department. The instrument used is the employee engagement scale, transformational leadership scale, and organizational climate scale. The data analysis technique used is multiple regression analysis with SPSS 21.0 for windows. This study indicates that transformational leadership and organizational climate simultaneously and significantly affect employee engagement ($p = 0.000$; $p < 0,01$). Furthermore, transformational leadership has a positive influence on employee engagement ($p = 0.005$; $p < 0,01$) and organizational climate has a positive influence on employee engagement ($p = 0.016$; $p < 0,05$). This study shows that transformational leadership and organizational climate play a role in shaping employee engagement among employees. Employees have a greater chance of achieving engagement when they provide positive support, thus creating a conducive work environment.

Keywords: employee engagement, transformational leadership, organizational climate

INTRODUCTION

A company is a business unit with a structure and objectives to make a profit, in addition, the company has various functions and is managed by an interconnected management system to achieve the same goal. The company system management is crucial due to its influence on company activities, one of which is related to human resources. Abdullah (2017) stated that human resource management has an important role in the company and the conceptual power that underlies it is that every employee is a human being, not a machine, and not merely a business resource. Human resource management is needed to increase the effectiveness of human

resources to achieve an effective work unit within an organization.

The development in the business world is inseparable from the competition; companies are required to constantly innovate in order to survive. Ramadhani and Hadi (2018) stated that companies need employees who are psychologically engaged in their work, proactive, and committed to showcasing the best quality of their performance. A company will survive and be the best in the world of fierce competition for they cannot be separated from the role of human resources. Therefore, companies need employees who have an attachment to their work or commonly referred to as employee engagement.

Schaufeli and Bakker (2004), the initiators of the employee engagement





theory, stated that engagement is a positive, content, and work-related state of mind. Employee engagement is characterized by vigor, dedication, and absorption. Vigor characteristic is how employees have a high energy level and mental toughness at work and a desire to put maximum effort into their work. Dedication is characterized by a sense of enthusiasm, inspiration, pride, and strive in employees, while absorption is characterized by full concentration and pleasure when working even when the time is perceived faster and it is difficult to get away from the work being done.

Low attachment to employees will have negative impacts and losses on the company (Saputri & Prabowo, 2015). X Limited Co. is a company engaged in the media sector since 1989 and is part of the strategic investment sector that was founded by one of the leading investment companies in Indonesia. The company targets digital and content revenue to represent 50% of the company's revenue. A survey shows that some employees complained that the work environment does not reflect kinship and cooperation that is not well established. Furthermore, some employees are forced to work even though they are not per their educational background and lack of understanding of their duties because the company does not provide good explanations for their positions. Employees complained that there are colleagues who compete unhealthily, are not diligent, prioritize seniority and personal interests, thus making the work environment unpleasant.

Transformational leadership has an important role in employee engagement (Mujiasih & Ratnaningsih, 2011; Maulana & Verawati, 2014; Rahmah, 2013). Bass

(1985) stated that transformational leadership is the condition of the followers transformational leaders and there is trust, admiration, loyalty, and respect for the leader and are motivated to do more than expected. Yukl (2010) stated that transformational leadership makes followers more aware of the importance and values of work and persuades employees to prioritize organizational interests over their own. Transformational leadership inspires employees to achieve higher organizational objectives while still paying attention to employee welfare, so the employees would feel cared for thus increases employee engagement (Hadinata, et al, 2019). Ghasabeh and Provitara (2017) stated transformational leadership is a leadership style that focuses on human assets and critically helps the employees to be more committed to effective organizational change.

Transformational leadership consists of four aspects (Bass, 1985): (1) Idealized influence (charisma) which is indicated by providing a vision, a sense of mission, instilling a sense of pride, gaining respect and trust. The leader has an influence and is able to arouse subordinates' reactions to emulate and make the leader a role model. (2) Inspirational, in which the leader uses symbols and simple emotional calls to increase subordinates' attention and understanding for the goals to be achieved together. (3) Intellectual stimulation, in which leaders appreciate the ideas of their subordinates and develop rationality to solve problems carefully, in this case, followers are encouraged to be creative and innovative in self-development. (4) Individualized consideration, in which the leader gives personal attention, appreciates individual differences, and provides advice





and direction accordingly. The leader identifies each potential follower, treats differently but is balanced, maintains relationships by always communicating openly.

In addition to transformational leadership, the organizational climate has an important role in employee engagement. Dewi and Prasetyo (2017) stated that the environment where employees work will be perceived and create experiences in the conditions in the work environment. Hadinata, et al (2019) stated that the comfort of the work environment triggers employee engagement which refers to the concept of organizational climate. Organizational climate is the process of creating a conducive work environment, to create harmonious relationships and cooperation between all members of the organization. Kolb (1974) stated seven aspects of organizational climate, namely conformity, responsibility, standards, appreciation, organizational clarity, support and warmth, and leadership.

Bezuidenhout and Shultz (2013) found that should management wants to handle employee engagement with their employees, it would necessary to pay attention to the situation holistically and the effort to increase employee engagement must be accompanied by leadership styles in the organization. The need for transformational leadership during times of uncertainty and change becomes important because engagement may be increased through transformational leadership. The charisma of a transformational leader creates a work climate that allows subordinates to achieve work goals and be successful in creating employee engagement. Employee

engagement behavior is influenced by the climate of the workplace. Leaders who actively work to create an organizational climate that is conducive to the growth and development of employees, such as potential identification issues, management talent, valuable staff retention, and success in planning to receive attention in order to remain competitive.

Based on the problems obtained and the literature review conducted, it can be stated that there is disengagement behavior on X Limited Co. employees, therefore this research is important to do to see the effect of transformational leadership and organizational climate on employee engagement of X Limited Co. employees.

METHOD

The research method used is a qualitative descriptive analysis using SPSS. The data analysis technique used is multiple regression analysis to see the effect of transformational leadership and organizational climate towards employee engagement of X Kebon Sirih Limited Co., Central Jakarta. The researcher conducted a normality test using the Kolmogrov-Smirnov technique, a linearity test, and a multicollinearity test as an assumption test before performing multiple regression analysis. This study used the Employee Engagement Scale (Priambodo, 2019) which was developed based on the theory of employee engagement by Scahufelli and Bakker (2004), the Transformational Leadership Scale (Soleman, 2014) which was developed based on the theory of transformational leadership by Bass (1985), and the Organizational Climate





Scale (Priambodo, 2019) which was developed based on the organizational climate theory by Kolb, et al (1974).

The research scales have been gone through trials with 106 respondents. The corrected item-total correlation obtained from the Employee Engagement Scale is between 0.276 – 0.713, while Cronbach's alpha coefficient is ($\alpha = 0.874$). The corrected item-total correlation coefficient obtained from the Transformational Leadership Scale is within 0.262 – 0.528, while the acquisition of Cronbach alpha coefficient is ($\alpha = 0.769$). The corrected item-total correlation coefficient obtained from the Organizational Climate Scale is within the range 0.257 – 0.652, while the Cronbach alpha coefficient is ($\alpha = 0.876$). This finding shows that the research scale has a good coefficient of validity and reliability, so it is suitable for use in research.

Participants in this study were 106 active employees of X Limited Co., dominated by 57 male employees (53.8%), while female employees totaled 49 (46.2%). Adult participants who were dominated by the age 26-30 years were 61 employees (57.55%) then followed by the 31-35 years age range as many as 30 employees (28.30%), the age range ≤ 25 years were nine employees (8.49%) and the age range ≥ 36 years were six employees (5.66%). The majority of study participants with three-year of working tenure as many as 39 employees (36.79%), followed by 35 employees with a four-year tenure (33.02%) and 21 employees with a two-year tenure (19.81%). There were five participants (4.72%) with a five-year tenure, two employees (1.89%) with one year, two (1.89%) with six-years of tenure,

one employee (0.94%) with eight-year and fifteen years tenure each.

Participants in the study were employees who represented each department in X Limited Co. Participants were dominated by 11 employees in the marketing and sales business development department (10.38%), followed by 10 employees in the finance department (9.43%), the information and technology department as many as 10 employees (9.43%), the marketing sales and communication department as many as 10 employees (9.43%), the digital marketing and sales department as many as 10 employees (9.43%), the human capital department as many as nine employees (8.49%), nine employees in the marketing and sales data analyst department (8.49%), and nine employees in the marketing and sales service department (8.49%). Participants in the tax department were eight employees (7.55%), the general affairs department was seven employees (6.60%) and the legal department was seven employees (6.60%) and the customer service department was six employees (5.66%). Participants filled out the research scale presented on the Google Forms, this was due to the Covid-19 pandemic situation which did not allow offline data collection.

RESULT AND DISCUSSION

It is known that the majority of 95 employees (89.62%) have employee engagement scores in the medium category, 103 employees (97.17%) have a transformational leadership score in the moderate category, and 104 employees (98.11%) have organizational climate score in the medium category. Therefore, it can be stated that the majority of





employees at X Limited Co. have employee engagement, transformational leadership, and organizational climate that are neither high nor low.

Table 1.
 Normality Test Results

Variabel	$p > 0.05$
EE	2.628*
TL	2.413*
OCP	1.527*

* $p > 0.05$

The results obtained from the Kolmogrov-Smirnov test on the employee engagement scale showed a significance level of 2.628 ($p > 0.05$), so it can be stated that the data from employee engagement is normally distributed. The transformational leadership scale shows a significance level of 2.413 ($p > 0.05$), therefore it can be stated that the data from transformational leadership are normally distributed. The organizational climate scale shows a significance level of 1.527 ($p > 0.05$), so it can be stated that the data from the organizational climate are normally distributed. Based on Table 1, it can be concluded that all data are normally distributed.

Table 2.
 Linearity Test Results

EE	Linearity ($p < 0.05$)
TL	0.000*
OCP	0.000*

* $p < 0,01$

The linearity of the research data is reviewed using the linearity coefficient. The results obtained from the test of linearity show that transformational leadership with employee engagement has

a significance level of ($p = 0.000$; $p < 0.01$), so it can be stated that transformational leadership and employee engagement have a linear relationship. The significance level of the organizational climate scale with employee engagement is ($p = 0,000$; $p < 0,01$), so it can be stated that the organizational climate and employee engagement have a linear relationship.

Table 3.
 Multicollinearity Test Results

EE	Tolerance > 0.10	VIF < 10
TL	0.752	1.330
OC	0.752	1.330
P		

The transformational leadership and employee engagement scale show a tolerance coefficient of $0.752 > 0.10$ and a VIF coefficient of $1.330 < 10$, so it can be stated that there is no multicollinearity between transformational leadership and employee engagement. The scale of organizational climate and employee engagement shows a tolerance coefficient of ($0.752 > 0.10$) and a VIF coefficient of ($1.330 < 10$), thus it can be stated that there is no multicollinearity between organizational climate and employee engagement.

Table 4.
 Multiple Regression Analysis Results

R Square	F	$p < 0,01$
0.217	14.255	0.000**

** $p < 0.01$

The results of multiple regression analysis in Table 4 above shows the acquisition of the F change coefficient of





14.255 with a significance level of $p = 0.000$; $p < 0.01$. This result shows that transformational leadership and organizational climate simultaneously have a very significant influence on employee engagement. The acquisition of R square is 0.217 (21.7%), which indicates that the effective contribution of transformational leadership independent variables and organizational climate on the dependent variable of employee engagement as much as 21.7%, and the remaining 78.3% is influenced by other variables.

Table 5.
 Hypothesis Test Results

EE	T _{count}	$p < 0,05$
Constant	3.294	0.001*
TL	2.888	0.005*
OCP	2.455	0.016**

* $p < 0.01$, ** $p < 0.05$

Based on the results of multiple regression analysis in Table 5 above, it shows the acquisition of a T_{count} coefficient of 2.888 with a significance level of $p = 0.005$; $p < 0.01$, this acquisition shows that transformational leadership has a very significant positive effect on employee engagement. The higher the transformational leadership, the higher the level of employee engagement. Table 5 above shows the acquisition of the T_{count} coefficient of 2.455 with a significance level of $p = 0.016$; $p < 0.05$, this acquisition shows that the organizational climate has a significant positive effect on employee engagement. The higher of organizational climate, the higher the level of employee engagement on employees.

Based on the results of the data analysis obtained, shows that

transformational leadership and organizational climate have a simultaneous effect on employee engagement. Leaders may act as mentors for employees, provide support and empathy to subordinates when given tasks related to the organization, always communicate and provide challenges to employees. The leader is similar to an architect and is a role model for the organization, and creates norms and values in the organization. Leaders in non-profit organizations must build trust in each member and provide opportunities to showcase their aspirations and self-development, thereby increasing the engagement of each individual within the organization (Handayani, 2018).

Employee development in the organization is very important. Leaders who are able to provide challenges and trust in the work environment have a positive impact on employees; members of the organization are encouraged to provide suggestions and innovations for the organization in the future and employee engagement with the organization will improve. Providing fair opportunities and treatment to organizational members needs to be done because it increases staff engagement. Employees who are involved and passionate about their work will be more committed to the organization. Every member in the organization can strengthen and cover the weaknesses of other team members if the work climate is based on teamwork, transformational leaders accordingly have an important role in establishing a conducive work environment (Handayani, 2018).

Rizman and Strukelj (2020) stated that employee engagement is a key element for organizational success. Leaders need to make sure their employees





feel they are part of the organization's mission, are able to find purpose in the work they are doing, and are able to face new challenges. The leader should plan regular staff meetings to communicate the immediate and long-term goals of the organization. Meetings are held to ensure that tasks are fairly distributed and create a more transparent and psychologically safe atmosphere. Workers who are engaged in teamwork could work together to help direct maximum organizational results.

The R square coefficient obtained is 0.217, this indicates that the effective contribution of transformational leadership and organizational climate on employee engagement as much as 21.7%, and the remaining 78.3% is influenced by other variables. Other factors could affect employee engagement, namely self-efficacy (Ilyas & Nurtjahjanti, 2015; Fajriah, 2016; Priambodo; 2019) and organizational culture (Akbar, 2013; Anggraini, et al 2016). Other studies have also found that rewards and personal resources are predictors of employee engagement (Anggraini, et al, 2016), besides work environment, job satisfaction, and compensation as factors that could predict employee engagement (Yuswardi, 2019).

The results of data analysis indicate that transformational leadership has a very significant positive effect on employee engagement, this finding is supported by previous researches where transformational leadership has a significant positive effect on employee engagement (Crawford, et al, 2014; Strom, et al, 2014; Qabool & Jalees, 2017). Basuki (2018) found that transformational leadership has a significant effect on employee engagement. Leadership

influences and predicts employee engagement (Rahmi, 2014; Ciakaren & Devie, 2014). Arifin, et al (2014) stated that every aspect of transformational leadership is positively related to engagement. Qabool & Jalees (2017) stated that two aspects of transformational leadership such as inspirational motivation and charisma can also help improve employee engagement. Inspirational leaders increase employee engagement with speeches that motivate, appreciate and stimulate teamwork (Washington, et al, 2014).

Basuki (2018) stated that the better the transformational leadership style adopted by superiors, the higher the level of employee engagement. Tims, et al (2011) elaborated how important transformational leadership by leaders is due to its effect on employee engagement. Salanova (2011) stated that through transformational leadership, employees will feel more involved so that they may perform above the standard. Breevaart, et al (2014) stated that employee engagement increases when leaders encourage employees to solve existing problems through creativity and innovation.

The results of data analysis indicate that organizational climate had a significant positive effect on employee engagement. Employees were able to perform well only if they are involved in their work. Organizational climate is one indicator that could affect the organization and employee performance. A supportive work environment will produce employee employees and employees who enjoy their work. Organizational climate is an excellent predictor of organizational and employee performance (Rozman & Strukelj, 2020).





Employers or organizations need to consider creating a positive environment for employees so that employees feel valued for the hard work that has been done (Zeidan & Itani, 2018). Rozman and Strukelj (2020) found that there is a clear relationship between employee performance and organizational goals. These two things then affect the employees' perception of how much work that has been done contributes to the success of the organization. Linking team tasks to organizational goals is an important step in creating an attractive work environment (Rozman and Strukelj, 2020; Caulfied and Senger, 2017; Gerards, et al, 2018). Caulfied and Senger, 2017 stated that when employees are involved, the office atmosphere will improve, employee actions can be relied on, and able to minimize internal disputes.

CONCLUSION

Based on the research that has been done, it can be concluded that transformational leadership and organizational climate have a simultaneous and significant effect on employee engagement at X Limited Co. Employees will achieve engagement in work and the company if the leader always supports, encourages, and appreciates the results of employees' hard work. Should the leader be able to create a conducive work environment for employees, their perception of the organizational climate will be pleasant and will be able to provide maximum performance results. The majority of X Limited Co. employees have levels of employee engagement, transformational leadership, and organizational climate that is neither high nor low.

It is further known that transformational leadership has a significantly positive effect on employee engagement at X Limited Co. Leaders who are able to instill pride, gain trust from employees, capable to be their role models, encourage and respect employees can increase employee engagement and their will to devote themselves to contribute to the company's success. In addition, the organizational climate has a significantly positive effect on employee engagement at X Limited Co. A conducive working environment, both fair and pleasant job distribution, could increase employee engagement.

There are limitations to this study. The researcher had difficulty conducting research directly due to the increasing number of Covid-19 cases. The researcher conducted the research online to obtain subject data from employees of X Limited Co., Kebon Sirih, Central Jakarta. For proceeding researchers who have the same research interest, they may develop this research by including other variables such as organizational culture, self-efficacy, and reward to measure the level of employee engagement among company employees.

Company employees should always strive to add skills that may support work in order to improve their individual qualities to be more creative and innovative, establish good communication with superiors and colleagues and understand the company's vision and mission, so that they may form inner bonds and work in exciting conditions. For companies, it is recommended to pay attention to the urgency of the characteristics of a leader who is able to be an example and able to encourage employee morale to work. Leaders should





be able to create values and a conducive work environment, such as providing an understanding of the company's vision and mission, forming teamwork, and always empathizing and appreciating employee performance for the success of the company.

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