

Transformational Leadership on Employee Engagement: The Work Motivation as a Moderation Variable

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ABSTRACT

This study aims to prove the effect of Transformational Leadership on Employee Engagement, besides that this research also proves the impact of Work Motivation in strengthening the relationship between Transformational Leadership and Employee Engagement. The research was conducted on employees of the Tanah Datar District Communication and Informatics Office. The process of collecting data and information was carried out by means of a survey, namely distributing questionnaires to employees within the Communication and Informatics Office of Tanah Datar Regency. This research is a causative research. The data analysis technique used is Structural Equation Modeling (SEM). The stages of data processing are assisted by using the SmartPLS4.0 application. The results of the study show that: (1) Transformational leadership has a positive and significant impact on Employee Engagement. (2) Work motivation has a positive and significant effect on Employees Engagement. (3) Transformational leadership has a positive and significant effect on Work Motivation (4) Work Motivation strengthens the relationship between Transformational Leadership and Employee Engagement at the Communication and Informatics Office of Tanah Datar Regency.



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INTRODUCTION

In today's competitive conditions, every government agency needs qualified human resources to support the progress of the company. The success or failure of a government agency is also very dependent on human resources or employees. Therefore, it is better for the human resource or employee factors to be the focus or main concern for companies so that they can be managed as much as possible. Human resources as a predictor in engagement has a very large impact on an organization or company.

It is important for companies to manage HR in order to maximize the achievement of government agency goals. According to Anggraini, (2016) companies need to pay attention to the human resources in them so as to create employee engagement or can also be called employee engagement which has an impact on the sustainability of an organization.

According to Schiemann (2011) Employees who have engagement exceed employees who are satisfied or simply committed to an organization or a person. When employees have a strong

engagement with the company, there will be increased positive and intense feelings among them to exert their best efforts for the success of the organization Othman et al., (2017).

One of the agencies that provide public services in Tanah Datar District is the Office of Communication and Information. This agency has a very significant role in ensuring information services and guaranteeing the validation of information submitted by various sources to the public. In order for public services to be received by the community to be more optimal, employee engagement is of course very much needed. The aim is that employees who have a high level (engagement) at the Tanah Datar District Communication and Informatics Service have an understanding and concern for the organization's operational environment, are enthusiastic at work, are able to work together with other employees, speak positively about the organization and go beyond organizational expectations.

Bhardwaj et al., (2020) employee engagement is not formed by itself but can be influenced by a number of variables including organizational culture and transformational leadership. Organizational culture that has noble values and thus is maintained will encourage increased employee engagement, while transformational leadership is leadership that can inspire subordinates so that it encourages employee engagement to be strengthened. In addition, Sirait (2020) revealed that employee engagement can be influenced by the transformational leadership style that shapes employee motivation.

Motivation is an encouragement that comes from within or outside the individual who works to carry out his duties and responsibilities as well as possible. Employee motivation at work is formed because of the needs to be achieved. Motivation will encourage stronger discipline and attachment for employees at work. The higher motivation indicates the existence of a need that must be fulfilled by the individual immediately such as actualization needs or esteem needs. The higher the work motivation of employees, the greater the employee's attachment to their duties and responsibilities or the agency where they work (Luthans, 2017).

The work motivation of employees in the Communication and Informatics Office of Tanah Datar Regency is relatively different, this can be seen from the daily behavior of employees at work, many employees are late in submitting their duties and responsibilities to superiors, or there are several employees who receive sanctions from superiors due to a number of behavior considered counterproductive by superiors (Usmiar and Utomo, 2022)

Sirait (2020) conducted a study showing that there is an influence between work motivation and employee engagement and found that work motivation has a positive effect on employee engagement. The supporting research results obtained by Widyastuti and Erlangga (2021) state that high work motivation indicates strong employee engagement in employees. The consistency of the results of the same research was obtained by Trisninawati and Elpanso (2022) stating that the higher the employee's work motivation, the more consistent the employee engagement will be. Motivation is formed because of the high desire to obtain appreciation and self-actualization needs from superiors in the agency.

Besides work motivation, changes in employee engagement can also be influenced by transformational leadership styles. According to Luthans (2017) transformational leadership is an inspiring leadership style, in this case the leader becomes a character who inspires his subordinates. In the concept of transformational leadership style, a dynamic and compact relationship is established between subordinates and superiors, where their superiors act as role models for them, when superiors are able to motivate their subordinates with inspiring sentences, employee engagement will be stronger.

LITERATURE REVIEW

The Influence of Transformational Leadership on Work Motivation

Transformational leadership is a leadership style that uses a friendlier approach to employees. The transformational leadership style encourages the emergence of a charismatic leader who is able to motivate and encourage each employee's attachment to his responsibilities or work, including the

organization (James et al., 2016). Thus the researchers concluded that transformational leadership has an effect in the direction of work engagement that employees have in an organization

The results of Sirait's research (2020) found that transformational leadership has a positive effect on employee motivation. The results of Kartawidjaja's research (2020) also found that transformational leadership style has a positive effect on employee engagement. Furthermore, the results of Putra's research (2019) found that transformational leadership has a positive effect on employee motivation. These findings show that the more effective the implementation of transformational leadership will encourage increased employee motivation. This is because leaders who apply transformational leadership are able to inspire their subordinates, leaders always encourage their subordinates so as to increase their motivation at work.

The Effect of Work Motivation on Employee Engagement

Motivation is an encouragement that arises from within or outside the individual. Motivation arises because of the needs that someone wants to achieve, such as the need for self-actualization and the need for appreciation. To encourage these needs to be fulfilled, each individual will certainly try and work with sincerity (Luthan, 2017)

The Effect of Transformational Leadership on Employee Motivation

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The Influence of Transformational Leadership on Employee Engagement Through Work Motivation as a Moderating Variable

The results of research by Garvin and Winata (2017) found that transformational leadership style has a positive effect on employee engagement through motivation as a moderating variable. The findings obtained show that the more consistent the implementation of transformational leadership will encourage the strengthening of employee engagement. Through a transformational leadership style, leaders are able to influence subordinates with the motivation and inspiration they provide, so that employees voluntarily work to achieve the vision and mission of the organization.

Jena et al. (2018) found that transformational leadership is able to motivate employees to become more attached to the organization where they work. This situation shows that leaders are able to influence their employees. Inspiration given by superiors is also able to create awareness to be responsible for the organization, and have a stronger attachment to the organization.

METHOD

The type of research that researchers are currently doing is causality, this is due to a causal relationship that occurs between each of the research variables to be tested. The research was conducted on employees of the Office of Communication and Informatics of Tanah Datar Regency. The target sample was selected using a census approach. Data collection was carried out by distributing questionnaires directly through surveys.

In this study, three main variables were used. The first variable is the dependent variable, namely employee engagement as measured by indicators adapted from Buil et al., (2019), which consist of vigor, dedication and absorption. The total statements used are 9 items. The second variable is the

moderating variable, namely work motivation which is measured using 5 indicators developed by Parek Udai (1983) while the third variable is transformational leadership style which is measured using 12 statements developed by Bass and Avolio (1995). To measure each statement that supports the research variable, a 5 Likert Scale is used.

The data analysis method used is quantitative, namely by using Moderating Regression Analysis (MRA) which is processed with Partial Least Square (PLS). The testing procedure was carried out in two stages, namely Measurement Model Assessments (MMA) and Structural Model Assessments (SMA). In SMA, it is ensured that each variable has been measured using measurable and reliable statement instruments through analysis of Convergent Validity, Discriminant Validity, Cross Loading, to Heterotrait Monotrait (HTMT), while SMA analysis is carried out by statistically testing the direct effect of each variable including seeing the resulting moderating effect that can be observed from t-statistical testing.

RESULT AND DISCUSSION

After all data and information has been collected, data processing is carried out using the help of Smart PLS. Based on the data processing that has been done, it can be narrated descriptively by the respondents who participated in this study, shown in Table 1 below:

Table I Respondent Demographic

Information	Total	Percentage
Sex		
Man	22	48.89
Woman	23	51.11
Age		
21 – 25 Years Old	1	2.22
26 – 30 Years Old	12	26.67
31 – 35 Years Old	15	33.33
36 – 40 Years Old	7	15.56
41 – 45 Years Old	3	6.67
46 – 50 Years Old	2	4.44
> 50 Years Old	5	11.11
Education		
Senior High School	9	20.00
Diploma	8	17.78
Bachelor	22	48.89
Master	6	13.33
Job Experience		
0 – 5 Years	1	2.22
6 – 10 Years	5	11.11
> 10 Years	39	86.67
Total	45	100

In the table above it can be seen that 51.11% of the respondents were female while 48.89% of the other respondents were male. The results of the identification of the respondent data above found that 33.33% of respondents were between the ages of 31 and 35, while the least number of respondents were those aged between 46 and 50, namely 4.44%. Thus it can be concluded that most of the employees of the Tanah Datar Regency Communication and Information Service are dominated by women who are entering a golden period in their careers.

In line with the identification results of the respondent's data, it was also known that 48.89% of respondents had an undergraduate level education while 13.33% of the other respondents had a master's or master's level education. In addition, from the results of data collection, it was found that

86.67% of respondents had worked in the service environment for more than 10 years and only 1 respondent had a working period between 0 years and 5 years. Thus it can be concluded that most of the employees in the Communication and Informatics Office of Tanah Datar Regency have education at a high level and have had relatively long experience in agencies.

The first step in conducting path analysis is to test the validity and reliability of variable measurement instruments by looking for the outer loading coefficient, Cronbach's Alpha, Composite Reliability and Average Variance Extracted. The results obtained are shown in Table 2 below:

Table 2 Measurement Model Asssment

	Outer Loading	Cronbach;s Alpha	Composite Reliability	AVE
Employee Engagement	0.701 – 0.866	0.926	0.939	0.631
Transformational Leadership	0.745 – 0.941	0.948	0.958	0.766
Work Motivation	0.780 – 0.928	0.948	0.955	0.626

In accordance with the test, it can be seen that employee green innovativeness behavior, transformational leadership and perceived organizational support already have a measurement instrument that has an outer loading coefficient ≥ 0.70 . In addition, the Cronbach's Alpha value for each variable has a coefficient ≥ 0.70 and AVE > 0.50 in the test. Thus it can be concluded that all statements used for each variable used in the measurement model assessment in this research are declared valid and reliable.

The next test is to test the consistency of the accuracy of selecting the statement instrument through discriminant validity analysis using the Fornier Larcker Critation approach. Based on the results of data processing that has been carried out, a description of the results is shown in Table 3 below:

Tabel 3 Discriminant Validity

	EE	MTV	TLS
<i>Employee engagement</i>	0.926	0.939	0.631
Transformational Leaderships	0.948	0.958	0.766
Motivation	0.948	0.955	0.624

Based on the results of the discriminant validity test using the Fornell-Larcker criterion method, it can be seen that the correlation of the employee engagement variable has a correlation coefficient of 0.877 which is greater than the correlation coefficient of the motivational variable which is 0.865 or the transformational leadership variable with a serial correlation of 0.835. In addition, the motivational variable has a greater correlation coefficient than the transformational leadership variable, which is 0.835. Thus all the statements used to measure employee engagement, motivation and transformational leadership variables have been measured with the right statements.

In accordance with the test results, it can be seen that each variable has a statement that has a higher correlation coefficient than other constructs outside of themselves, so it can be concluded that each variable has been supported by valid and reliable statements so that further data processing stages can be implemented immediately.

The next test procedure is to test the accuracy of the analysis model through R-square analysis. The results of the tests that have been carried out show the following results:

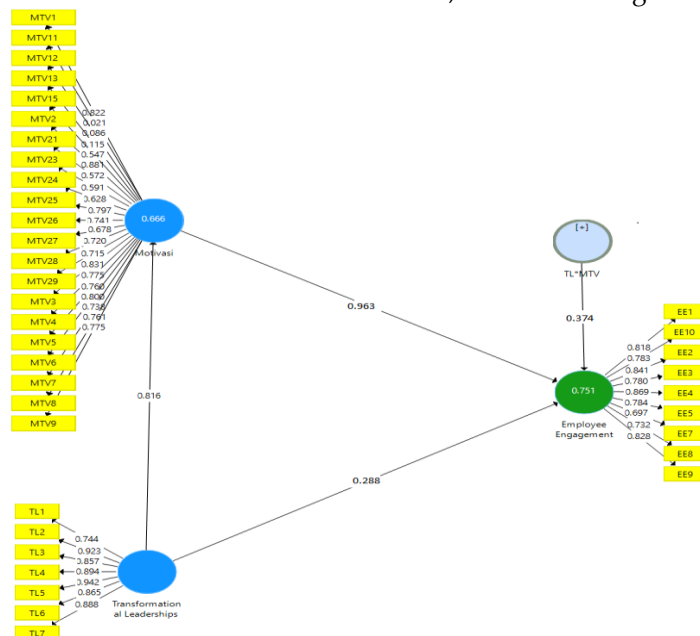
Tabel 4 R-Square Analysis

	R²	Conclusion
<i>Employee engagement</i>	0.751	Tinggi
Motivasi	0.666	Sedang

Based on the table above, the structure of the model analyzed in this study has two sub-structures. In the first model, the endogenous variable is employee engagement, where an R2 value of 0.751 is obtained. The results obtained show that transformational leadership and motivation are able to influence changes in employee engagement in the Batusangkar Regency Communications and Informatics Agency, namely 75.10%, while the remaining 24.90% of other contributions are influenced by other variables that are not used in the current research model.

In the second sub-structural model, it can be seen that the motivational variable has a determination efficiency of 0.666. The coefficient value shows that transformational leadership is able to influence changes in employee motivation in the Communication and Informatics Office of Tanah Datar Regency by 66.60% while the remaining 32.40% of other contributions are influenced by other variables that are not used in the current research model.

Based on the results of data processing that has been carried out, an image of the measurement structural model obtained from the current research is obtained, as shown in Figure 1 below:



Picture 1 Measurement Structural Model

In accordance with the structural model formed, it can be seen that each latent variable has fulfilled all the test requirements, this can be seen from the outer loading value of each statement which has a coefficient ≥ 0.70 , besides that the measurement framework model that has been formed is also considered appropriate because it has a high coefficient of determination. Therefore all research variables that have met these requirements can continue to be used in the process or stages of further data processing.

After all testing procedures have been fulfilled, the hypothesis testing stage is carried out using the t-test statistic. Based on the results of data processing that has been carried out, the results obtained are described in Table 5 below:

Table 5 Hypothesis Testing

	Original Sample	T-stat	P-value	Cut off	Result
TL -> EE	0.288	2.894	0.009	0.05	Accepted
MTV -> EE	0.963	6.068	0.000	0.05	Accepted
TL -> MTV	0.816	9.651	0.000	0.05	Accepted
TL*MTV -> EE	0.374	2.145	0.032	0.05	Accepted

The results of testing the first hypothesis show that transformational leadership has a positive and significant effect on employee engagement at the Communication and Informatics Office of Tanah

Datar Regency. These findings show that the stronger the implementation of the transformational leadership style within the Communication and Informatics Office of Tanah Datar Regency, the more employee engagement will increase. Thus the first hypothesis is accepted. This finding occurs because all employees in the service environment support the implementation of a transformational leadership style, because the leader is a role model as well as a motivator for all employees.

The transformational leadership style recognizes and appreciates inspiration from subordinates, and encourages closeness between leaders and subordinates. This creates a comfortable work atmosphere and can encourage increased employee engagement. The strengthening of the attachment felt by employees to work is because employees feel very happy, excited and comfortable in the work environment, have closeness with fellow employees or leaders. The comfort and role of the leader as an inspiration encourages the stronger attachment each employee has to their work, especially within the Communication and Informatics Office of Tanah Datar Regency.

The findings obtained at the first hypothesis testing stage are supported by the research results of Garvin and Winata (2017) who found that transformational leadership style has a positive effect on employee engagement. Jena et al. (2018) found that transformational leadership is able to motivate employees to become more attached to the organization where they work. Furthermore, the same research results were also obtained by Bhardwaj et al., (2020) who found that one of the strategies adopted by leaders to increase employee engagement was to use a transformational leadership style. Through this leadership style, a leader will tend to inspire his subordinates to be positive in behaving in the organization.

At the second hypothesis testing stage, it was found that work motivation had a positive and significant effect on employee engagement at the Communication and Informatics Office of Tanah Datar Regency. The results obtained show that the higher the work motivation felt by employees, the higher the employee engagement in the Communication and Informatics Office of Tanah Datar Regency. Thus the second hypothesis is accepted. The results obtained show that most employees have high motivation at work, this can be seen from their strong commitment in carrying out their duties and responsibilities. Positive action in working to complete tasks and responsibilities and having the courage to prioritize agency interests above personal interests shows an increase in employee engagement within the Communication and Informatics Office of Tanah Datar Regency. The strong work motivation of employees is also aimed at meeting the needs of appreciation and self-actualization. This will be in line with the increase in employee engagement values owned by employees.

The findings obtained at the second hypothesis testing stage are supported by the results of Sirait's research (2020) which found that work motivation has a positive effect on employee engagement. The supporting research results obtained by Widyastuti and Erlangga (2021) state that high work motivation indicates strong employee engagement in employees. The consistency of the results of the same research was obtained by Trisninawati and Elpanso (2022) stating that the higher the employee's work motivation, the more consistent the employee's employee engagement will be. Motivation is formed because of the high desire to obtain appreciation and self-actualization needs from superiors in the agency.

In testing the third hypothesis, it was found that transformational leadership had a positive and significant effect on the work motivation of the employees of the Communication and Informatics Office of Tanah Datar Regency. The results obtained show that the stronger and more consistent the implementation of the transformational leadership style within the agency environment will increase employee motivation. Thus the third hypothesis is accepted. This situation is caused by the implementation of the transformational leadership style, the leader will act as an inspirational person, and always try to motivate his subordinates. In addition, leaders also always share their positive experiences at work so that they are able to encourage the strengthening of subordinates' motivation to carry out their duties and responsibilities as well as possible. The findings obtained at the third hypothesis testing stage are supported by the results of Sirait's research (2020) finding that transformational leadership has a positive effect on employee motivation.

The results of Kartawidjaja's research (2020) found that transformational leadership style has a positive effect on employee engagement. These findings show that the more appropriate the implementation of transformational leadership in the form of inspiration and motivation given by superiors to subordinates encourages increased employee motivation at work. This can be seen from the enthusiasm shown by employees at work. The enthusiasm and enthusiasm of employees encourages the work achievements achieved by employees in an organization to increase. Furthermore, the results of Putra's research (2019) found that transformational leadership has a positive effect on employee motivation.

In testing the moderating effect, it was found that motivation was able to strengthen the relationship between transformational leadership and employee engagement among employees of the Communication and Informatics Office of Tanah Datar Regency. These findings show that the implementation of a transformational leadership style will increase employee motivation so that it encourages stronger employee attachment to their responsibilities and the organization. Thus the fourth hypothesis is accepted. This is due to the leadership's consistency and commitment to implementing a transformational leadership style, in which the leader becomes a character who inspires his subordinates. In addition, the leadership is also a role model for the behavior of every employee at work so that it encourages the strengthening of employee motivation. When the implementation of the transformational leadership style is maintained and employee motivation at work is maintained, employee engagement will increase, especially within the Communication and Informatics Office of Tanah Datar Regency.

The results obtained at the fourth hypothesis testing stage are supported by Garvin and Winata (2017) who found that transformational leadership style has a positive effect on employee engagement through motivation as a moderating variable. Jena et al. (2018) found that transformational leadership is able to motivate employees to become more attached to the organization where they work. This situation shows that leaders are able to influence their employees. Inspiration given by superiors is also able to create awareness to be responsible for the organization, and have a stronger attachment to the organization. Furthermore, the same research results were also obtained by Bhardwaj et al., (2020) found that transformational leadership has an effect on employee engagement through motivation as a moderating variable.

CONCLUSION

Based on the description of the analysis and discussion that has been carried out, several important conclusions are proposed, namely first, transformational leadership has a positive and significant effect on Employee Engagement at the Communication and Informatics Office of Tanah Datar Regency. Both work notifications have a positive and significant effect on Employee Engagement at the Communication and Informatics Office of Tanah Datar Regency. The three transformational leaderships have a positive and significant effect on the Work Motivation of employees of the Communication and Informatics Office of Tanah Datar Regency, while testing the fourth hypothesis found that motivation is able to strengthen the relationship between Transformational Leadership and Employee Engagement of employees of the Communications and Informatics Office of Tanah Datar Regency.

Based on the description of the conclusions that have been described above, several suggestions are put forward to: agency leaders are expected to continue to apply the Transformational Leadership style, by way of leaders increasing high awareness of their subordinates, so that leaders will become inspirational figures and encourage employee work motivation. When this can be realized, Employee Engagement will be increased, especially within the Communication and Information Office of Tanah Datar Regency.

Future researchers are expected to increase the sample size to be used, as well as find the right sampling method so as to improve the quality of the research results obtained. In addition, future researchers are expected to add several or at least one new variable that also affects Employee Engagement, such as distributive justice, quality of work life and various other variables that have not been used in current research.

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