

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE WORK ENGAGEMENT IN CLASS IIA COMMUNITY INSTITUTIONS PURWOKERTO



^{1*}Fatkhul Hafidh, ²Rachmayanthi

^{1,2} Program Studi Manajemen Pemasarakatan, Politeknik Ilmu Pemasarakatan - Indonesia

e-mail:

¹fatkhulhafidh21@gmail.com (*corresponding author*)

²yanthyrachma@yahoo.com

ABSTRACT

This research aims to see the influence of transformational leadership on employee work engagement at the Class IIA Purwokerto Penitentiary. This research method uses quantitative methods with primary data obtained from 88 employees of the Purwokerto Class IIA Community Institution. There are a total of 32 statement items whose answers will then be processed into research results using SPSS. The results of the determination test analysis show that the influence of transformational leadership on employee work engagement is 37.4%. The hypothesis of this research concludes that there is an influence of transformational leadership on employee work engagement at the Class IIA Purwokerto Penitentiary.

Keywords: *Transformational Leadership; Job Engagement; Correctional Institutions*



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INTRODUCTION

The phenomenon of incompetent Human Resources (HR), especially in Indonesia, can cause a decline in other resources. Human resources are all individual skills or knowledge and are used for the benefit of the organization in the form of intelligence, energy, skills, emotions and all other forms of support (Siregar, 2017). There are still 3.25% of children who are not yet or are not in school, which is a task for the government so that human resources are not left behind. Human resources must be processed optimally so that they can meet the demands of organizations, including correctional institutions.

Transformational leadership is considered to be an important role in correctional institutions which are led by a Head of Correctional Institutions (Kalapas). Transformational leadership is a leader who can unite and change the perceptions of his members and influence them to work beyond targets (Rafferty & Griffin, 2004). The quality of human resources among correctional officers is still lacking, making the transformational leadership role of a correctional officer very necessary. There are still problems in correctional institutions, for example, violence against prisoners, extortion by officers against prisoners, and other human rights violations, indicating that the quality of human resources for correctional officers still needs to be improved. The presence of a transformational leader is expected to foster employee work involvement at the Purwokerto Class IIA Correctional Institution.

Work engagement is when someone has positive thoughts so that in their work they feel enthusiasm, dedication, and absorption (Schaufeli, 2016). Correctional institutions, which are places of development for prisoners, really need employee work involvement. Moreover, the current condition, namely excess capacity, has increased the duties of a correctional officer. As of March 3, 2024, the number of prisoners and detainees in correctional institutions throughout Indonesia reached 184,339 prisoners and convicts, while the capacity was only 94,079. From these problems, there is a high possibility that violations of the rules will occur.

Work involvement is needed to meet organizational targets from year to year. It is known that in 2023 there are still performance achievement targets at the Class IIA Purwokerto Penitentiary that have not yet been met, including work and productivity opportunities for prisoners which were targeted at 67% but only achieved 26.58%. Then the change in the quality of life of drug convicts was targeted at 25% but there was no achievement at all. The prisoner's assessment of good predicate was targeted at 60% but only 50% was achieved in 2023. Then the fulfillment of food services according to standards also did not meet the target of 75%, only 50% was achieved. This requires employee work involvement, and this involvement will emerge if a leader has a transformational attitude.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Transformational Leadership

Leadership is an attitude that a leader must have in influencing and motivating his members so that they work optimally to realize organizational goals. Leadership is an important component that influences the work environment and the way employees view their work (Christian et al., 2011). Transformational leadership is a leader who is able to unite and change the perceptions and mindsets of members in carrying out their work so that they can exceed predetermined targets (Rafferty & Griffin, 2004). A transformational leadership style can influence and inspire members so that a sense of belonging to the organization arises (Robbins and Judge 2008).

Transformational leadership can increase morale and commitment and convince members that goals are more meaningful to achieve than personal interests (Shamir et al., 1993). Transformational leaders are able to set clear expectations, praise employees for their good performance, are fair, and care about employees so that they can create feelings of connectedness to work and psychological safety (Macey & Schneider, 2008).

The impact of leadership style makes employees always present and able to work well even in stressful conditions and situations. The psychological impact shows the employee's work readiness, thereby reducing the occurrence of job dropouts or employees not being able to bear the workload. Employees who have work involvement will be present in every task assigned.

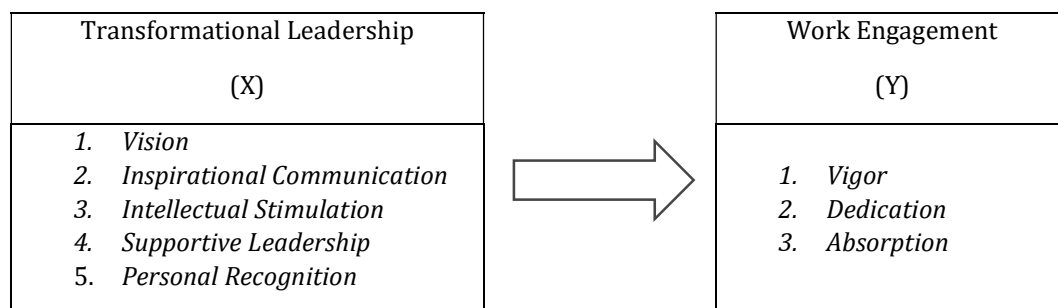
Work Engagement

Khan was the first person to have a view regarding work engagement and recognized three psychological conditions that impact an employee's work engagement, namely meaningfulness, security, and availability. Work engagement is defined as a state within a person where he feels enthusiastic, dedicated to the organization, and immersed in his work (Schaufeli, 2016). Work involvement is an encouragement that results in strength of commitment, deep focus and positive results at work (Islam et al., 2022).

Work engagement is described as real effort, persistence, and commitment to achieving organizational goals (Macey & Schneider, 2008). Work involvement is considered capable of providing motivational encouragement to other employees to carry out work that exceeds the specified targets. Work involvement among employees will help fellow co-workers and can build a positive organizational climate (Bakker & Albrecht, 2018).

Research Framework

The research framework is described by an operational definition which contains how this research measures the variables to be tested. The operational definition contains specifications of the two theories used for each variable. Having an operational definition will make it easier for other researchers to find references for the research they will carry out if they use the same variables. The operational definition will show the dimensions and statement items used in this research. This research uses a quantitative research method with a research design, namely a survey design where the researcher distributes questionnaires based on statements from both theories and the results of the respondents' answers will be studied.



Sumber: Rafferty & Griffin (2004); Schaufeli (2002)

Figure 1
Research Framework

Research Hypothesis

Temporary assumptions or conjectures are hypotheses. In this research, the research hypothesis is as follows:

- Ho : There is no influence between Transformational Leadership on employee work involvement in Purwokerto Class IIA Prison.
- Ha : There is an influence between Transformational Leadership on employee work involvement in Purwokerto Class IIA Prison.

METHOD

This research uses a quantitative approach with primary data, namely questionnaires and secondary data in the form of field data, analysis, interviews and literature study. This research was carried out by means of data collection, data analysis and interpretation with the help of SPSS.

The research was conducted at the Class IIA Penitentiary in Purwokerto, Central Java. The time for conducting the research took place in March 2024. The population of this research was all employees of the Class IIA Purwokerto Penitentiary totaling 114 employees except the Head of the Penitentiary. The sampling method was to use the Probability Sampling Method, namely the Sample Random Sampling technique, which then obtained a sample of 88 employees using the Krejtie and Morgan formula.

This research measures the transformational leadership variable with 15 statement items, and Work Engagement (Utrecht Work Engagement Scale) which has 17 statement items. This research produces data analysis assisted by the Statistical Package Social Science (SPSS) 27 software which will then analyze the normality test, simple linear regression test, significance test and determination test.

RESULTS AND DISCUSSION

Hypothesis Testing

Hypothesis testing uses a simple linear regression test method to obtain the influence of the independent variable on the dependent variable.

Table 1
Determination Test Results

<i>Model Summary^b</i>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.374	.367	3.427

a. Predictor: (Constant), Transformational Leadership

b. Dependent Variable: Work Engagement

Source: SPSS Primary Data processed, 2024

Based on the table above, it is known that the R value as a correlation coefficient is 0.612, which indicates that there is a strong positive relationship or correlation between transformational leadership and employee work engagement. This happens because the correlation coefficient value shows $0.612 > 0.5$. The results of the determination test also show value *R Square* or a coefficient of determination of 0.374 which shows the magnitude of the influence of the independent variable on the dependent variable. This value means that transformational leadership influences employee work engagement by 37.4%, while the other 62.6% is influenced by other variables which the author did not

mention in this study. This shows that there are still other variables that influence the employee work engagement variable at the Purwokerto Class IIA Penitentiary apart from the transformational leadership variable.

Table 2
Significance Test Results

ANOVA ^a						
	Model	Sum of Squares	df	Mean Squares	F	Sig
1	Regression	603.865	1	603.865	51.411	<.001 ^b
	Residual	1010.135	86	11.746		
	Total	1614.000	87			
a. Dependent Variable : Transformational Leadership						
b. Predictors : (Constant), Work Engagement						
Source: SPSS Primary Data processed, 2024						

Based on Table 2, the results of the significance test between the transformational leadership variable and the employee work involvement variable at the Class IIA Purwokerto Correctional Institution. The results based on the table above show a significance or probability level of 0.001. Therefore, it can be said that H0 is rejected and Ha is accepted because the significance value is less than 0.05. These results indicate that there is a stimulant influence between the independent variable and the dependent variable. The results of the significance test are with a value of $0.001 < 0.005$, which means that there is an influence of transformational leadership on employee work engagement at the Class IIA Purwokerto Penitentiary.

Table 3
Simple Linear Regression Test Results

<i>Coefficients^a</i>						
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig
1	(Constant)	8.107	5.993		1.353	.180
	Transformational Leadership	.918	.128	.612	7.170	<.001
a. Dependent Variable: Transformational Leadership						
Source: SPSS Primary Data processed, 2024						

Based on Table 3, it is known that there is a table *Coefficients^a* with details of the regression test results of this research listed in the column *Unstandardized Coefficients* and sub column B. This column shows the value *Constant* of 8.107 and the regression direction coefficient is 0.918. From these values, there is a formula for the value of the regression equation:

$$Y = a + bX$$

$$Y = 8.107 + 0.918X$$

Information :

X = Transformational Leadership Variable

Y = Work Involvement Variable

a = Constant

In this test, the regression coefficient value is shown by the coefficient b value which will show the average change in variable Y for every change in variable conversely, if there is a reduction in variable There will be an increase in value for variable X while the value for variable Y will decrease, and vice versa.

From the regression equation above, it can be seen that the constant value of the Transformational Leadership variable is 8.107, which means that this variable is constant. Then the Work Involvement variable has a value of 0.918 which indicates that the coefficient b is positive. This states that the change in value is directly proportional between variable X and Variable. If there is an increase in the value of the Transformational Leadership variable, it will also affect the increase in the value of the Work Engagement variable, and vice versa. These results mean that the greater the influence of Transformational Leadership given, the work involvement of employees at the Purwokerto Class IIA Correctional Institution will increase.

CONCLUSION AND SUGGESTIONS

Based on the results of the data analysis carried out, it was concluded that there was a positive influence on the perception of transformational leadership on employee work engagement at the Purwokerto Class IIA Correctional Institution. This shows the good influence of transformational leadership on employee work engagement. The level of influence of transformational leadership on work engagement is 37.4%, while the rest is influenced by other variables. From these results, it is hoped that there will be further research regarding other variables that can influence employee work involvement in correctional institutions.

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