

THE EFFECT OF A TRANSFORMATIONAL LEADERSHIP STYLE ON WORK ENGAGEMENT WITH WORK SATISFACTION AS INTERVENING VARIABLES IN K3PG

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ABSTRACT

This study aims to analyze the effect of transformational leadership style and work satisfaction on work engagement. The population used in this study were 109 employees of the Petrokimia Gresik Family Employee Cooperative. The sampling technique used was purposive sampling with the criteria working period of at least 5 years, so the number of samples used was 80 people. The analysis model used is path analysis using SPSS. The research results show that: There is a positive and significant effect of transformational leadership style on work engagement, transformational leadership has positive effect on work satisfaction, positive and significant effect of work satisfaction on work engagement, and There is a positive influence and significant transformational leadership style on work engagement through work satisfaction. It is indicated that the leaders should be consistent in applying transformational leadership styles and increase employee work satisfaction to increase work engagement for their employees. When employees have work engagement, they will become productive at work so they can make the best contribution to the company.

Keyword : Transformational leadership style, work satisfaction, work engagement.

INTRODUCTION

The increasing flow of globalization encourages every organization to develop, and brings new challenges for organizations to maintain their existence amid increasingly fierce competition. In business competition, an organization needs a strength and a system in running its business, which are human resources. Human resources are one of the most important assets in an organization, because humans are a strange asset and the only asset that has a life who has the expertise to perform and complete tasks and obligations better (W. L. Dewi & Ariati, 2014).

Every organization strives to optimize the existing human resources so that they can work optimally and jointly achieve organizational goals (Rahajeng, 2012). Robbins (2006) conveyed that the attitude or behavior of organizational members in general is strongly influenced by the culture of the organization and the behavior of its

organizational leaders. According to Griffith & Hom, (1995), the manager's leadership style factor is one of the most powerful factors affecting the desire of employees to stop working, especially in a company that relies on salespeople. Riley (2006) stated that a strong managerial or top management leadership style can influence employees to leave the organization. Leaders become part of a work team that has the responsibility to provide direction and influence to their subordinates to achieve company targets or goals (Riley, 2006). In accordance, Seltzer & Bass (1990) thought that the leadership style of a top management person has personally affect, both positive and negative, on the work performance of its members. (Seltzer & Bass, 1990) also expressed the opinion that the quality of a leader is often considered the most important factor in determining the success or failure of an organization. Schein & others (1992) also argue that a

leader has a great influence on organizational success and is the key to an organization running its business effectively.

According to Priyatna (2007), an employee can feel uncomfortable with different conditions, for example there is a leader style who always checks the work of his subordinates, is always suspicious, always interferes, always feels he knows everything, and also always criticizes and threatens. The leader may have forgotten that all his workers are not fixed assets, but that they are agents of free choice. An employee will leave the company, mostly because there are problems that seem trivial (Priyatna, 2007). For example, the behavior of a leader who is too stubborn or rude which causes employees to become uncomfortable, such as the statement "You are worthless! I can find another substitute like you". Although there are several reasons people leave the company, either to look for a better company or other specific reasons, those who resign can actually survive, if not for the unpleasant treatment of their boss (Riley, 2006). A bad leadership style can have a direct impact on emotional, comfort, pleasure and work engagement so that it can trigger the desire of employees to leave the company (Priyatna, 2007).

According to Siagian (2003), leaders play a role in the organization to achieve the goals of several agreed visions. The leader has a function as a guide to achieving goals, as a representative, as the person in charge of the organization, communicator, and liaison. Hasibuan (2005) states that transformational leadership is a style or behavior of a leader who has his own considerations, intellectual, and charismatic. Hasibuan (2008) also said that transformational leadership is an effective leadership style and is also considered to be able to bring change to the present and play an active role. In conclusion, the definition of transformational leadership is that leadership with the ability as a leader

who can provide influence, motivation, and is believed to have an effect on group productivity and performance.

A dominant person works enthusiastically if employees get satisfaction from their work and work satisfaction is the key to increasing morale, discipline, and employee performance in helping achieve company goals (Hasibuan, 2001: 203). As'ad (1995: 103) quotes Louis A Allen's words about the importance of work satisfaction in the sentence: "No matter how perfect organizational plans, controls and researches, if they cannot carry out their obligations with will and joy, then the company will not achieve results. as much as it actually got. " From these sentences it can be concluded that humans are a factor that plays a role in achieving company goals. Because employees who have satisfaction will work well and productively, so the company will gain a competitive advantage. Meanwhile, Robbins explained that a happy worker is a productive worker at work. According to Robbins, work satisfaction also has a negative relationship with absenteeism in work and employee turnover rates (Robbins, 2006). Work satisfaction is an important factor in retaining employees so there is no turnover. There are consequences when employees like their work, and there are consequences when employees don't like their work, one of which is leaving the company (Robbins, 2007). Employee turnover is a classic problem that has occurred in a company since the industrial revolution era (Ridlo, 2012). Thus, these impacts is an interesting thing to do research. The higher the level of employee turnover in a company, the higher the cost of recruiting, selecting and training employees (Robbin, 2006). This will certainly have an impact on the company's financial condition.

The description of work engagements is described by W. Schaufeli et al. (2002), as follows: Work engagement is a thinking condition that

is positive, satisfying and has a relationship with work which has characteristics such as enthusiasm (vigor), dedication (dedication), and absorption. Vigor (spirit) which has characteristics such as the presence of a high energy level, having a strong mentality at work, a willingness to exert at work and persistence in facing difficulties. Dedication has characteristics, include a sense of significance, enthusiasm, inspiration, pride and challenge. The last characteristic of work engagement is Absorption, which is characterized by complete concentration and being very absorbed in working, time passed so quickly and difficulty in getting away from the workplace.

Work engagement is related to several factors that affect the leadership style and employee work satisfaction. The leadership style specifically in this study is transformational leadership. The characteristics of transformational leadership style behaviors include leaders providing ideal influence, leaders considering individuals, engaging in intellectual stimulation, and leaders providing inspiring motivation (Yukl, 2017). The work satisfaction that an employee have is if there is no difference between what the employee should have gotten and what the employee has been obtained in work. According to Yukl (2017) with transformational leadership style, organizational members feel trust, admiration, loyalty, and respect for the leader and members of the organization feel motivated to do work more than expected. With the attitude of a leader with a transformational leadership style, it is expected to increase employee work engagement.

The results of research on transformational leadership styles on work engagements conducted by Dewi & Ariati (2014) show that there is a positive relationship between transformational leadership styles and work engagements, namely the more positive the transformational leadership

style, the higher the work engagement. Hayati et al. (2014) also concluded that the relationship between transformational leadership and work engagement has positive and significant results. This study also resulted in the same conclusion in Rokiin's (2015) research that transformational leadership has a positive and significant effect on work engagement.

In addition to transformational leadership styles, employee work satisfaction factors can also affect work engagement. work satisfaction and employee work engagements are a mutually influential relationship where work satisfaction is high, the employee work engagement is also high (Harter et al., 2002). The results of research by Aslichati, Sumantri, & Priyanto (2011) show that work satisfaction has been shown to have a positive effect on work engagement. This research will discuss two factors that influence work engagement, namely transformational leadership style and work satisfaction and whether work satisfaction can indirectly influence the transformational leadership style of work engagement. From the explanation above, the authors are interested in conducting research that is poured into a study entitled "The Effect of Transformational Leadership Style on Work engagement with work Satisfaction as an Intervening Variable in K3PG".

LITERATURE REVIEW

Transformational Leadership

According to Robbins (2006), transformational leadership is closely related to the increased of employees' productivity, work engagement, loyalty, commitment to the organization, work satisfaction, and decreased employees' turnover potential. Transformational leadership is a leadership style that seeks to transform the values held by subordinates to support the vision and goals of the organization (Cheung and Wong, 2011).

A transformational leadership style can transform values, with the hope

that good relations will be established between members in the organization that is built, so that a climate of mutual trust is formed between members in the organization. This transformational leadership model is suitable for organizations that are dynamic, which emphasize change and innovation and are able to compete with other companies internationally.

Arnold and Loughlin (2010) provide an understanding of transformational leadership, which is the leadership's ability to stimulate and inspire subordinates to achieve extraordinary performance and be able to develop their leadership capacity. Transformational leadership can help subordinates to grow and develop by responding to individual needs in achieving individual, leadership, group and company goals.

According to Robbins and Judge (2015), transformational leadership is a leadership ability that inspires followers to go beyond their own interests for the benefit of the organization. Transformational leadership can inspire and motivate subordinates to achieve higher performance (Mujanah, 2020). Transformational leadership should be applied appropriately, because it will improve employee performance, this is in accordance with the results of research by Maskurochman et al. (2020), which states that transformational leadership has a significant effect on employee performance.

The effect on transformational leadership on work engagement has been conducted by WL Dewi & Ariati (2014), Hayati et al. (2014), Wulandari et al. (2013), and Raharjo & Witiastuti (2016), the results mention that transformational Leadership Style has a significant effect on Work engagement as directly this is according. Leadership Style also impacts on work Satisfaction, this is supported by the results of previous researches conducted by Azhari & others (2016), Sukrajap (2016), Putra & Sariyathi (2015), and N. Dewi & Subudi (2015), which stated that transformational leadership style has a

significant influence on work satisfaction.

Transformational Leadership has also significantly affected Work engagement through work satisfaction. The results of this study support the previous research conducted by Pradhana & Hendra (2019), where in their research it states that transformational leadership, work satisfaction and trust in leaders simultaneously have a positive and significant effect on work engagement. Although the work satisfaction variable in this study is not an intervening variable.

Work Satisfaction

Work satisfaction felt by employees is one of the most important means of personnel management in an organization (Fitriansyah, 2013). According to Robbins, (2015) defines work satisfaction as a positive feeling at work obtained from the results of the evaluation of the work. So, if there are employees who have a high level of satisfaction with their work, they will be positive about their work. Conversely, if there is no or low work satisfaction, the employee will have a negative attitude towards work. In an organization, it must pay attention to employee work satisfaction, this is done because of one important factor (Teck-Hong & Waheed, 2011). Abdul Malik's (2015) measure employee job satisfaction using 4 (four) indicators, namely satisfaction with salaries or incentives, satisfaction with types of work, satisfaction with justice, and satisfaction with coworkers. An employee who is satisfied with his job will have a good work engagement. This is supported by the results of research from previous researches conducted by Manik (2015) and Aslichati et al. (2010) which states that work satisfaction has a positive and significant effect on work engagement.

Work engagement

Work engagement is one of the themes in management science that is widely discussed among consulting

firms and well-known business media (Alan M. Saks & Jamie A. Gruman, 2014). The HR department of the Company and several top managements pay special attention to work engagement to be able to defend their company in the midst of industrial competition. According to W. B. Schaufeli & Bakker, (2004) work engagement is defined as motivation and positive thinking related to work which has the characteristics of vigor, dedication, and absorption. Work engagement is a condition in which a person has the ability and commitment both emotionally and intellectually to the organization (Lockwood, 2007).

Hypothesis

Based on several literature reviews and empirical studies above, the hypothesis in this study is formulated as follows:

H1: There is an influence between Transformational Leadership Style on Work engagement

H2: There is an influence between work Satisfaction on work engagement.

H3: There is an influence between Transformational Leadership Style on work Satisfaction

H4: There is an influence of Transformational Leadership Style on Work engagement through work satisfaction.

RESEARCH METHODOLOGY

Population

Population is a generalization area consisting of objects / subjects that have certain qualities and characteristics that are determined by researchers to study and then draw conclusions (Sugiyono, 2016). The population used in this study are all employees of the Petrokimia Gresik Family Employee Cooperative (K3PG) totaling 80 people. The employees are divided into several fields, namely Savings and Loans, Supermarkets (K-Mart), Gas Station, Property, Transportation and Workshop, Building Material Stores, Petrogenic

Fertilizer, Fertilizer & Non-Fertilizer, General Trade, Service Sales, Bottled Drinking Water (AMDK)), Finance, Accounting, Human Resources & General Affairs, Law and Secretariat, Development & IT, and Internal Supervisory Unit.

Sample

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2016) The sample is a part or representative of the population studied. Named sample if the researcher intends to generalize the results of the sample study. Generalizing is raising research conclusions as something that applies to the population (Suharsimi, 2013). In this study, the total population of 80 employees, the research subjects will be taken entirely. The criteria used in this study are employees with a minimum work period of 5 years to represent employees who have work engagements.

RESULTS AND DISCUSSION

The data collected has gone through instrument testing and classical assumption tests. Based on these tests, the data has met the requirements for further testing.

The data collection technique in this study was to use a questionnaire, with a scoring consisting of 5 answer categories as follows:

1. Strongly Agree (SS) Score 5
2. Agree (S) Score 4
3. Neutral (N) Score 3
4. Disagree (TS) Score 2
5. Strongly Disagree (STS) Score 1

The analysis tool used here is path analysis. Before analyzing, the data must be tested with; (1) Instrument testing, through two tests, namely; (a) validity test (b) reliability test. (2) Test classic assumptions. (3) Path Analysis and Hypothesis Testing. Researchers used the analysis program SPSS 15 for windows.

Partial Test (Direct Effect Hypothesis Test)

This hypothesis test is used to determine whether exogenous variables affect the endogenous variables used in the study. The statistical test used is by comparing the significance value with probability or by comparing t count with t table.

The criteria for testing statistical significance are as follows:

1. If the significance value > 0.05 , then H_0 is accepted and H_a is rejected (hypothesis is rejected).
are as follows:

2. If the significance value < 0.05 , then H_0 is rejected and H_a is accepted (hypothesis is accepted).

The following are the results of the hypothesis test of the significance value of the SPSS analysis which is described in the sub-chapter below.

Direct Influence of Transformational Leadership Style on Work engagement
The results of testing the variable data of transformational leadership style on work engagement

Tabel 1

Transformational Leadership Style on Work engagement

Testing Variable		Sig.
X	Transformational Leadership Style	0,010
Y	Work Engagement	

Based on table 1, the significance value is $0.010 < 0.05$, which means below 0.05. These results indicate that transformational leadership style has a significant effect on work engagement. This means that H_0 is rejected and H_1 is accepted.

Direct Influence of Transformational Leadership Style on Work Satisfaction
The results of testing the data variable on their transformational leadership style on work satisfaction variables are as follows:

Table 2

Transformational Leadership Style on Work Satisfaction

Testing Variable		Sig.
X	Transformational Leadership Style	0,000
Z	Work Satisfaction	

Based on table 2, the significance value is $0.000 < 0.05$, which means that it is below 0.05. These results indicate that transformational leadership style has a significant effect on work satisfaction. This means that H_0 is rejected and H_2 is accepted.

Direct Effect of Work Satisfaction on Work engagement

The results of testing the data on work satisfaction variables on work engagement are as follows:

Table 3

Work Satisfaction on Work Engagement

Testing Variable		Sig.
Z	Work Satisfaction	0,000
Y	Work Engagement	

Based on table 3 above, the significance value is $0.000 < 0.05$, which means it is below 0.05. These results indicate that work Satisfaction has a significant effect

on work engagement. This means that H_0 is rejected and H_3 is accepted.

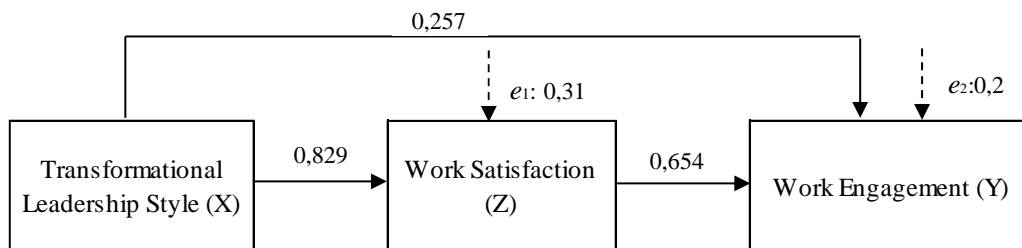
Path Analysis

Path analysis testing in this study aims to describe and test the model on the relationship between the variables studied, where the independent variable is transformational leadership style, the dependent variable is work engagement, while the intervening variable is work satisfaction. In conducting path analysis, the independent variable and the dependent

variable can be either a direct influence or an indirect effect.

It is said that direct effect occurs when the independent variable has a direct relationship with the dependent variable, while the indirect effect occurs when the independent variable is related to the dependent variable but through the intervening variable.

The following are the results of the path analysis based on the research results:



Picture 1
Analisis Path

The structural equation for Picture 1 above is described as follows:

$Z = 0.829 X + 0.31$ (structural equation 1)

$Y = 0.257 X + 0.654 Z + 0.23$ (structural equation 2)

Results of Path Analysis and Hypotheses

The following are the direct and indirect effect values:

Direct Influence

1. The influence of the transformational leadership style variable on work engagement

X to Y = 0.257

2. The influence of the transformational leadership style variable on work satisfaction

X to Z = 0.829

3. The influence of work satisfaction variables on work engagement

Z to Y = 0.654

Indirect Influence

The influence of transformational leadership style variables on work engagement through work satisfaction.

X to Y = 0.257

X to Y through Z = $(0.829 \times 0.654) = 0.542$

The total effect given by X on Y is the direct effect + the indirect effect,
 $0.257 + 0.542 = 0.799$.

Based on the results of the path analysis above, the conclusion of this study is the calculation of the direct effect of transformational leadership style (X) on work engagement (Y) through work satisfaction (Z) based on the above results by multiplying the effect of X to Z and Z to Y, namely $0.829 \times 0.654 = 0.542$, while the total effect given by X to Y is $0.257 + 0.542 = 0.799$. Based on the results of these calculations it can be concluded that the indirect effect of transformational leadership style on work engagement is greater than the direct effect of transformational leadership on work engagement. Therefore, hypothesis 4 "transformational leadership style towards work engagement through work satisfaction" in this study is proven. This

means that H0 is rejected and H4 is accepted.

CONCLUSION

Based on the results of testing the four hypotheses that have been proposed in this study, conclusions can be drawn, namely:

1. The results of testing the research hypothesis show that transformational leadership style has a direct effect on work engagement in the Petrokimia Gresik Family Employee Cooperative (K3PG). Based on the test results, the coefficient value shows that the transformational leadership style towards work engagement shows the smallest value compared to the results of the work satisfaction test on work engagement, so the conclusion in this study that the transformational leadership style carried out by K3PG needs to be improved so that employee work engagement increases.
2. The results of testing the research hypothesis show that the transformational leadership style has a direct effect on work satisfaction of employees of the Petrokimia Gresik Family Employee Cooperative (K3PG). Based on the test results, the coefficient value shows that the transformational leadership style on work satisfaction is high, so the conclusion in this study is that transformational leadership style is important so that employee work satisfaction does not decrease.
3. The results of testing the research hypothesis show that work satisfaction has a direct effect on work engagement of employees of the Gresik Petrokimia Gresik Family Employee Cooperative (K3PG). Based on the test results, the coefficient value shows that work satisfaction with work engagements shows a high value, so the conclusion in this study that employees' work satisfaction must be considered so

that employee work engagement does not decrease.

4. The results of testing the research hypothesis indicate that transformational leadership has an indirect effect on work engagement through work satisfaction at the Petrokimia Gresik Family Employee Cooperative (K3PG). Based on the results of the total coefficient value, it shows that transformational leadership style towards work engagement through work satisfaction produces high scores, so the conclusion in this study is that transformational leadership style and employee work satisfaction need to be increased so that employees' work engagement increases.

RECOMMENDATION

Based on the conclusions which are the implications of the results of research conducted on the effect of transformational leadership styles on work engagement and work satisfaction at the Gresik Petrokimia Gresik Family Employee Cooperative (K3PG), recommendations that can be given are as follow:

1. Recommendations for K3PG management. The indicator of transformational leadership style which has the lowest respondent's answer value is Idealized Influence. Ideal influences are behaviors that increase emotions and recognition of leaders by employees. The advice in this study should be that leaders can provide examples as role models for their employees, provide directions and instructions in completing work, and instill pride in employees so that leaders get respect from employees.
2. The lowest-valued indicator of work satisfaction is the satisfaction of doing activities other than work so that researchers provide advice to the K3PG management to provide entertainment for employees outside working hours such as art or sports activities so that employees don't get

- bored of just working and get a variety of activities other than work.
3. Based on the results of the test analysis, the transformational leadership style variable is found to have a positive and significant indirect effect on work engagement through work satisfaction, where this indirect effect has a greater value than the direct effect. Based on these results, it is very important for management to improve employee work satisfaction. With the increase in work engagements, employees do their works properly so that they can make the best contribution to the company.
 4. It is expected that this research will contribute to science and can provide benefits to K3PG and other parties in it so that they pay attention to the application of transformational leadership styles carried out by management and employee work satisfaction in order to increase employee work engagement.

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