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THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN GENERATING WORK ENGAGEMENT TO THE VOLUNTEERS OF HUMANITY ORGANIZATION

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The role of transformational leadership in generating work engagement to the volunteers of humanity organization (Review)

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Abstract

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Human resources are valuable assets for organizations and engaged employees is one of the most determining factor for an organization. Employees experience engaged condition when they have a leader with a supportive leadership style. The aim of the study is to find the role of the leadership style in generating work engagement to volunteers of humanity organization. The research method is by using Neuro-research. The calibration of the scoring sheet is by using Principle Component Avis approach through Varimax iteration (rotation) in which each reliability index ω is 0.781 and 0.873. Hypotheses test is conducted by using linear regression and classification regression tree (biner segmentation). The result of the research shows that (1)volunteers of humanity organization tend to sometimes engaged significantly at $\alpha < 0.05$, (2) volunteers of humanity organization has the condition of leadership which tends to have an inspirational motivation significantly at $\alpha < 0.05$, (3) there is an influence of leadership style towards work engagement of volunteers in humanity organization significantly at $\alpha < 0.01$, and (4) inspirational motivation is a kind of leadership style which is the strongest in determining the work engagement of volunteers in the humanity organization significantly at $\alpha < 0.05$ while to generate inspirational motivation is highly determined by improving the role of idealized influence (behavior) and contingent reward. Thus, based on the study is recommended to do some intervention for volunteers of humanity organization in order to increase the engagement by improving the leaders' self ability to be able to become an aspirator and motivator for humanity acts. © Serials Publications.

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THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN GENERATING WORK ENGAGEMENT TO THE VOLUNTEERS OF HUMANITY ORGANIZATION

Yasinta Indrianti¹, Aqeel Khan², Roslee bin Ahmad³, Sasmoko⁴, Huang Bin⁵, Samuel Anindyo Widhoyoko⁶, Lasmy⁷ and StefanusAriyanto⁸

Human resources are valuable assets for organizations and engaged employees is one of the most determining factor for an organization. Employees experience engaged condition when they have a leader with a supportive leadership style. The aim of the study is to find the role of the leadership style in generating work engagement to volunteers of humanity organization. The research method is by using Neuro-research. The calibration of the scoring sheet is by using Principle Component Avis approach through Varimax iteration (rotation) in which each reliability index Ω is 0.781 and 0.873. Hypotheses test is conducted by using linear regression and classification regression tree (biner segmentation). The result of the research shows that (1)volunteers of humanity organization tend to sometimes engaged significantly at $\alpha < 0.05$, (2) volunteers of humanity organization has the condition of leadership which tends to have an inspirational motivation significantly at $\alpha < 0.05$, (3) there is an influence of leadership style towards work engagement of volunteers in humanity organization significantly at $\alpha < 0.01$, and (4) inspirational motivation is a kind of leadership style which is the strongest in determining the work engagement of volunteers in the humanity organization significantly at $\alpha < 0.05$ while to generate inspirational motivation is highly determined by improving the role of idealized influence (behavior) and contingent reward. Thus, based on the study is recommended to do some intervention for volunteers of humanity organization in order to increase the engagement by improving the leaders' self ability to be able to become an aspirator and motivator for humanity acts.

Keywords: Trasformational Leadership, Work Engagement, Neuroresearch

1. INTRODUCTION

The changing work condition as an impact from global competition and innovation requires every employee to have a different paradigm in working condition. Not only for achievement (Alshemmeri *et al.*, 2011), employees have to invest valuable time by doing maximum efforts so that they can engage with their job to create the best quality as the end result (Shimazu, Schaufeli, Kamiyama, & Kawakami, 2014).

In daily life, engagement refers to the involvement, commitment, spirit, enthusiasm, absorption, focused efforts and energy (Schaufeli, 2012). Engaged

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employees are employees who are fully present psychologically, physically, cognitively, and emotionally towards the role of the work they do (Hu *et al.*, 2014; Kahn, 1990). Work engagement is marked by three main condition, namely vigor, dedication and absorption (Schaufeli, Salanova, Gon Alez-ro, & Bakker, 2002).

Generally engagement and involvement considered important aspect in positive psychology, which gives feeling to be involve or part of concerned society (Khan, 2013). Work engagement came from positive psychology as it related with positive impact and implication. Work engagement is capable of giving a positive impact on someone's life satisfaction which is a main indicator towards well-being (Dulagil, 2012; Hakanen & Schaufeli, 2012). The self satisfaction an individual feels gives reciprocal impact on the right choice of career in order to maintain the spirit and dedication as an aspect from work engagement itself (Timms & Brough, 2013).

Volunteers, especially those who involve in humanity organization really need the concept of engagement. The feeling of engagement between volunteers is the similar mental condition existing in employees of other companies. The condition requires time, efforts and responsibility in working. The value-added for the volunteers is that they are doing services at their own will.

For volunteers, working is not only an obligation and they can resign whenever they like. They don't receive any remuneration economically. However, volunteers need to engage and have connections both energy and affection with their work so that every challenge they face is considered as an interesting challenge and enjoyable (Vecina, Chacón, Sueiro, & Barrón, 2012). The condition becomes a challenge on its own in managing volunteers for an organization so that the role of engagement becomes a possibility to adapt together in adjustment with the role of work and the environment they face (Miller, Adair, Nicols, & Smart, 2014).

The management of volunteers requires more attention in which the leadership aspect is one of the important aspects. The good leadership style will help the organization in implementing visions and encouraging every volunteer in it to reach the vision together. Transformational leadership is one of the leadership styles closely related with the positive impact in working world; this leadership style does not only focus on how the leaders are able to motivate the employees to do their best but also on how employees motivate themselves (Shropshire & Kadlec, 2012).

The unique characteristic of transformational leadership is the presence of charisma, individual consideration and intellectual stimulation. The leaders will pay attention to the individual need as inferiors and treat inferiors individually as well as make efforts to further develop inferiors (B. M. Bass, 1991; Bernard M Bass, Waldman, Avolio, & Bebb, 1987; Covey, 2007; Grant, 2012).

A repertoire of reviews shows the interrelatedness between transformational leadership and engagement. Transformational leadership encourages positive behaviors and encourages culture as well as the practice of human resources which are able to motivate the employees to participate in the organization development. Transformational leadership aims to empowering employees which increases the

employees' work engagements (Dvir, Eden, Avolio, & Shamir, 2002; Ghafoor, Qureshi, Khan, & Hijazi, 2011; Tims, Bakker, & Xanthopoulou, 2011).

As a humanity organization which is mostly manages volunteers, the role of the leader becomes very important in increasing volunteers' work engagement in order to do their duties and roles optimally. Thus, it is necessary to review (1) depiction on the tendency of volunteers' work engagement condition, (2) depiction on the tendency of the transformational leadership style condition in the organization, (3) the influence of transformational leadership towards volunteers' work engagement, and (4) the dimension of transformational leadership which is the most dominant in generating work engagement.

2. MATERIALS AND METHODS

The research method is by using Neuro-research. Neuro-research is a research method in social science which combines proportionally qualitative research method (exploration) and quantitative research method (explanatory and confirmatory) altogether (Fios, Sasmoko, & Gea, 2016; Sasmoko; Ying, 2015). The sampling technique is using convenience sampling. The primary data collection technique is using scoring sheet in form of semantic differential scale, with the scale of 1 up to 7. The instrument calibration (construct validity) by using scoring sheet with the Principle Component Axis approach through varimax iteration (rotation) used, in which each of them has the reliability index & in the amount of 0.781 and 0.873.

3. RESULTS

The result of the first research is about the tendency of the volunteers' work engagement condition in humanity organization which analyzed by using confidence interval with the following result.

TABLE 1: THE TENDENCY OF THE VOLUNTEERS' WORK ENGAGEMENT
CONDITION IN THE HUMANITY ORGANIZATION
Descriptive

			<i>Statistic</i>	<i>Std Error</i>
WE-Y	Mean		50.7414	1.08028
	95% Confidence Interval	Lower Bound	48.6091	
		Upper Bound	52.8736	
	5% Trimmed Mean		50.2982	
	Median		47.0000	
	Variance		203.060	
	Std. Deviation		14.24991	
	Minimum		28.00	
	Maximum		82.00	
	Range		54.00	
	Interquartile Range		25.00	
	Skewness		.352	.184
	Kurtosis		-1.168	.366

The result score found μ between 48.6091 (lower bound) up to 52.8736 (upper bound). The category to determine the conclusion is divided into three: (1) workaholic, as an engagement concept differentiator in positive sphere, (2) sometimes engaged, and (3) engaged. The result shows that the volunteers of humanity organization tend to sometimes engaged significantly at $\alpha < 0.05$.

The result of the second research is about the tendency of the volunteers' responses in the humanity organization towards the transformational leadership of the organization leader which is analyzed by using confidence interval with the result as follows.

TABLE 2: THE TENDENCY OF RESPONSES CONDITION OF VOLUNTEERS IN HUMANITY ORGANIZATION TOWARDS TRANSFORMATIONAL LEADERSHIP OF THE ORGANIZATION LEADER.

Descriptive			Statistic	Std Error
TRANSF-X	Mean		91.7299	
	95% Confidence Interval	Lower Bound	88.0889	
		Upper Bound	95.3708	
	5% Trimmed Mean		91.9706	
	Median		93.0000	
	Variance		592.083	
	Std. Deviation		24.33275	
	Minimum		43.00	
	Maximum		140.00	
	Range		97.00	
	Interquartile Range		41.00	
	Skewness		-.036	.184
	Kurtosis		-.842	.366

The result score μ between 88.0889 (lower bound) up to 95.3708 (upper bound). The category to determine the conclusion is determined based on 3 dimension: 1) laissez faire, (2) sometimes transformational, and (3) transformational. The conclusion is that the volunteers of the humanity organization evaluates that the leader of the organization has the condition of sometimes transformational significantly at $\alpha < 0.05$.

The result of the third research is that there is a positive and significant influence of transformational leadership towards the work engagement of the volunteers in humanity organization which can be seen from the following table.

The relationship between the response of the humanitarian Organization volunteer the leadership Transformational Leadership Organization to Work Engagement Volunteer Humanitarian Organization illustrated with r_{yx} amounted

TABLE 3: THE INFLUENCE OF RESPONSES OF THE VOLUNTEERS IN HUMANITY ORGANIZATION TOWARDS TRANSFORMATIONAL LEADERSHIP OF THE ORGANIZATION LEADER TOWARDS WORK ENGAGEMENT OF THE VOLUNTEERS OF THE HUMANITY ORGANIZATION

Model Summary				
<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.783 ^a	.612	.610	8.89821

a. Predictors: (Constant), TRANSF-X

ANOVA ^a						
<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	21510.714	1	21510.714	271.675	.000 ^b
	Residual	13618.648	172	79.178		
	Total	35129.362	173			

a. Dependent Variable: WE-Yb. Predictors: (Constant), TRANSF-X

Coefficients ^a						
<i>Model</i>		<i>Unstandardized Coefficients</i>	<i>Standardized Coefficients</i>			
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
1.	(Constant)	8.705	2.638		3.300	.001
	TRANSF-X	.458	.028	.783	16.483	.000

a. Dependent Variable: WE-Y

to 0.783, determination variance of 0.61, and the value of t-student relationship amounted to 16.483 is positive and highly significant at $\alpha < 0.01$. Volunteer response to the humanitarian organizations to Transformational leadership organization leaders contributed 61% in the form of his work engagement. Average value of the effect produced by F is equal to 271.675 which illustrates that if work engagement of the volunteer humanitarian organizations want to expand the three (3) times the conditions that currently exist, it is necessary to 9 (nine) program improvement priorities or superior to improve the organization's leader to be more transformational. So the conclusion is that there is a significant and positive influence the response to the humanitarian organizations volunteer Transformational leadership, organizational leaders to work volunteer engagement of the humanitarian organizations is very significant at $\alpha < 0.01$.

The result of the fourth research shows that inspirational motivation is a dimension of transformational leadership which significantly determines the work engagement of the volunteers in the humanity organization. The result is depicted as follows.

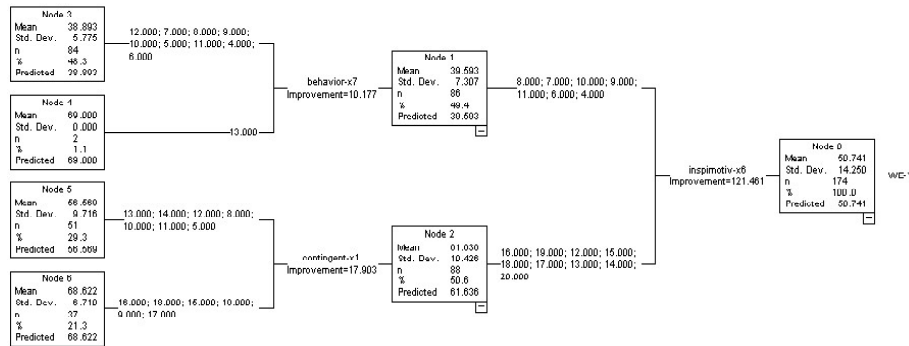


Figure 1: The result of Biner Segmentation (Classification Regression Tree) Towards The Most Dominant Dimension in Determining Work Engagement of Volunteers in Humanity Organization

The figure shows that the dimension ability of inspirational motivation from the organization leaders is able to improve work engagement of volunteers in the amount of 121.4612 from the current condition, while the inspirational motivation is highly determined by the role of idealized influence (behavior) of the organization leaders that is able to change inspirational motivation in the amount of 10.177 times from the current condition. Contingent reward of the organization leader is the strongest and most dominant in improving inspirational motivation of all volunteers in the humanity organization and its ability is 17.903 times from the present condition of inspirational motivation. So, the result is that inspirational motivation is a dimension of transformational leadership which is significantly determines the work engagement of the volunteers in the humanity organization while the presence of inspirational motivation of the volunteers in humanity organization is determined by the improvement of role of idealized influence (behavior) and the presence of a contingent reward.

4. DISCUSSION

The result of the research shows positive and significant influence of transformational leadership towards work engagement of volunteers in humanity organizations with r_{yx} in the amount of 0.783 and the score of t-student in the amount of 16.483, which is significant at $\alpha < 0.01$. The transformational leadership contributes in creating beneficial and positive environment that is to create autonomy and generate social support for the employees. So, this leadership style is very important to be applied in daily leadership (Breevaart *et al.*, 2014). The trust and meaning in working is able to act as a mediator in applying the transformational leadership to increase the employees' engagement (Yasin Ghadi, Fernando, & Caputi, 2013).

The role of dimension inspirational motivation from transformational leadership in generating work engagement can be explained through the interrelated pattern

between leadership practice and engagement itself. Transformational leaders are able to give idealized influence to generate the positive belief for their employees on their own leaders. The result is that the followers will identify and adjust themselves with the leaders' hope and aspiration so that the leaders can easily send motivation and inspiration to the followers (Hayati, Charkhabi, & Naami, 2014).

The result of the research becomes one of the meaningful finding for humanity organization so that it enables and sharpen the practice of transformational leadership in managing the volunteers involved. By having engaged volunteers, the organization will be more optimal in giving services or in achieving their humanity mission.

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