



The Influence Of Transformational Leadership Style And Job Satisfaction On Work Engagement Through Perceived Organizational Support At Cv Rafana Kids Store

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Abstract

This study explores the interrelations among organizational culture, perceived organizational support, transformational leadership, and work engagement. Using a robust statistical framework, the research examines how these variables interplay and influence one another, thereby affecting employee performance and job satisfaction. Organizational culture was found to have a significant predictive power over perceived organizational support, but its direct influence on work engagement was less pronounced, necessitating a mediator such as perceived support. Perceived organizational support robustly mediated the relationship between organizational culture and work engagement, emphasizing the necessity for employees to feel valued and supported. Transformational leadership had a nuanced impact; it directly influenced work engagement marginally, yet did not significantly affect perceived organizational support nor work engagement indirectly through perceived organizational support. These findings suggest that transformational leadership may require additional mediating factors to effectively promote engagement. The study's indirect pathway analysis highlights that the pathway from organizational culture to work engagement through perceived organizational support is significant, confirming the mediating role of perceived support. Conversely, transformational leadership's indirect impact on work engagement through perceived support was non-significant, indicating the potential need for other mediating variables. Conclusively, the research provides insights into the complex dynamics of workplace variables, stressing the importance of a holistic organizational approach to enhance employee engagement and performance. It also underscores the critical nature of employees' perceptions of support in translating leadership and cultural values into engagement.

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1. INTRODUCTION

Human resources are a critical factor in organizational success, occupying a strategic and dominant position compared to other resources. The management of human resources in government agencies requires effective management and proper direction to build capacity for the government institution. HR management within governmental organizations, such as providing autonomy, social support, and opportunities for self-improvement, is aimed at fostering employee loyalty and enhancing their engagement with the workplace. Every organization endeavors to optimize these elements to achieve its predefined objectives.

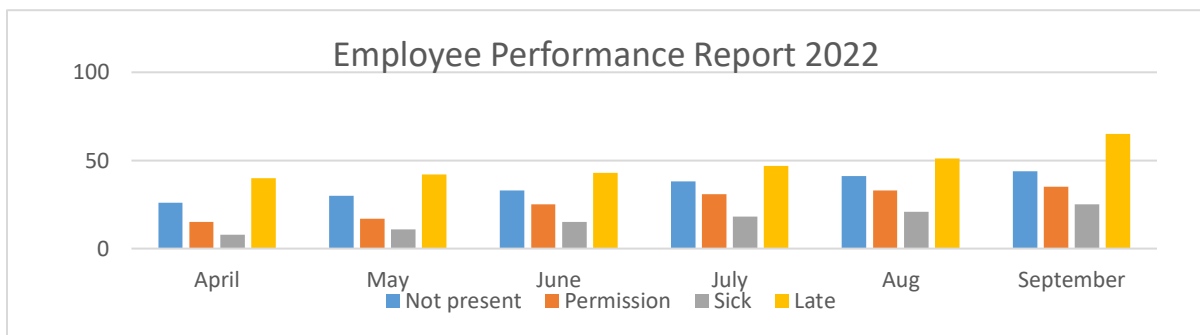
To support the success of an organization, human resources must be supported by good performance. Government agencies need strategies to retain high-quality employees whose competence can significantly contribute to organizational growth. Such employees are then bound and empowered by the organization. Work resources are another form of support provided to employees by government agencies, intended to balance work requirements, ensuring that the effort expended by employees aligns with the outcomes they receive. Engaged employees are beneficial to the organization.

Employee engagement is characterized by enthusiasm and gratitude for their work. In contrast, disengaged employees often display negative behaviors such as ineffectiveness, low productivity, lack of commitment to their jobs, reluctance to initiate organizational change, and a self-centered approach. To achieve organizational goals, employee engagement has become a central aspect of human resource management, where a sense of pride and joy in the work environment is vital. Engaged employees are those who take initiative at work and have a positive impact on both the institution and themselves. According to Macey and Schneider, as reported by Zahreni et al. (2021), work engagement is a desirable state related to organizational goals, encompassing participation, commitment, enthusiasm, effort, and focused energy, all integral to employee attitudes and actions.



The decline in employee work engagement is indicative of the workforce's challenges in completing their tasks effectively. Upon closer examination, this decline signals underlying issues within the organizational structure of government agencies. Factors contributing to reduced employee engagement include work demands, personal resources, job resources, and social capital. An absence of robust work engagement can significantly impede an organization's ability to reach its vision, as illustrated in the following graph:

Based on the aforementioned graph, there is a noticeable decline in employee



performance at CV. Rafana Kids Store, which emerges as a primary issue. This downturn may stem from a variety of problems, one of which is employee engagement. Employees with high levels of engagement are typically more productive, as they are better at completing tasks and feel a stronger sense of personal connection to their work and the company they work for, not perceiving their job as a burden. Research conducted by Muliawan (2017) indicates that leadership style is another factor affecting performance, as noted by Rinaldi (2016). The leadership approach employed is that of transformational leadership, with a particular focus on employee maturity. Thus, in applying a leadership style, a leader should align with the employees' readiness to embrace it. The Leadership Style at CV. Rafana Kids Store incorporates the aforementioned criteria of transformational leadership.

The factors influencing employee work engagement include transformational leadership style, organizational culture, and job satisfaction. Higher performance achievements of an organization hinge on a leader's ability to manage organizational resources effectively. Transformational leaders are known to foster employee maturity, which is related to achievement, self-actualization, as well as the welfare of the organization and its environment. Such leadership is essential for employees at the Cibarusah District



Office to feel more committed. Phipps and Prieto, as referenced by Garvin & Winata (2017), define transformational leadership as a style where a leader engages with subordinates in a manner that elevates both parties to higher levels of motivation and morality within the organization to accomplish common goals.

Another element that can affect work engagement is organizational culture. Organizational culture consists of a system of long-established values, beliefs, assumptions, or norms that are agreed upon and followed by members of an organization as guidelines for behavior and problem-solving. It is an invisible social force that motivates individuals within an organization to engage in work activities. In government agencies with strong organizational cultures, shared values are deeply understood, embraced, and championed by the majority of the organization's members (agency employees).

All organizations have cultures, but not all cultures affect the behavior and actions of employees in the same way. A culture that significantly influences employees is referred to as a strong culture, whereas one that does not significantly affect employee behavior is known as a weak culture. An organizational culture that is effectively managed as a management tool will influence and drive the employees of the Cibusah District Office to behave positively, dedicatively, and productively. According to Mangkunegara, as cited by Muiz, Enong, and Ningsih (2020), organizational culture is a system of organizational beliefs, values, and norms that guide individual behavior in addressing problems.

In enhancing employee engagement, it is not only leadership and organizational culture that play roles but also perceived organizational support. Wayne, as cited by Hidayah and Sari (2021), defines perceived organizational support as the overall belief employees develop regarding how much the organization values their contributions and cares about their well-being. When a company provides substantial support, employees feel a sense of organizational backing, which they reciprocate by working diligently in their roles and identifying themselves as part of the organization, fostering a more positive perception. The research by Hidayah and Sari (2021) indicates that Perceived Organizational Support has a positive effect on employee engagement.

2. LITERATURE REVIEW

2.1 Work Engagement

Leiter (2016, p. 112) articulates that Employee Engagement is a positive, fulfilling, affective motivational state of work-related well-being that stands in contrast to job burnout.





This definition encompasses narrower concepts such as positive attitudes, motivational behaviors, and other work-related elements, all of which are tangible or observable. Thus, the higher the level of positive regard an employee has towards their job, the higher their level of Employee Engagement. In this context, employees perceive their work as a blessing to be gratefully embraced. Additionally, motivation is another indicator of Employee Engagement according to this definition, alongside positive attitude. The greater an individual's motivation at work, the higher their level of work engagement.

Macey et al. (2009), as referenced by Debby Siswono (2016), define employee engagement as an employee's emotional investment in the organization's goals and energy focus, which is reflected through initiative, effort, and resilience directed towards the organization's objectives. Similarly, Siddhanta and Roy (2010, p. 171), cited by Handoyo & Setiawan (2017), suggest that Employee Engagement can propel a company to success through factors linked to employee performance, productivity, workplace safety, attendance and retention, customer satisfaction, customer loyalty, and profitability. Employee performance is recognized as one of the outcomes of high Employee Engagement. This is also echoed by Robinson (2016, p. 112), who posits that employees who have a strong connection with their company are likely to enhance their performance for the benefit of the company.

2.2 Transformational Leadership

Transformational leadership is an influential style that motivates employees to exceed expectations by fostering a sense of greater good within an organization. Scholars like Bass and Riggio, referenced by Garvin & Winata (2017), emphasize that such leaders propel subordinates towards extraordinary performance, prompting personal and professional growth. This concept is expanded by Phipps and Prieto in Zaki et al. (2019), who note the bidirectional elevation of motivation and morals between leaders and followers, reinforcing a collective drive towards common goals.

Yukl, as mentioned by Sari & Yuniawan (2021), describes transformational leaders as architects who reshape core organizational values and inspire employees to surpass their own limitations. Such leaders are visionaries who communicate compelling futures that resonate with their followers' aspirations, serving as role models and setting a benchmark for ethical conduct and professional excellence.

The effects of transformational leadership ripple through an organization, enhancing creativity, dedication, and a proactive mindset among employees. These leaders are change



agents who encourage a culture of trust, commitment, and shared vision, thereby developing a workforce that is agile and ethically grounded.

Ultimately, transformational leadership is about creating a symbiotic environment where the success of the organization is intrinsically linked to the personal development of its employees. It's a dynamic force that does not merely aim for progress but seeks to revolutionize the organization by aligning individual ambitions with collective purpose, leading to a thriving, inspired, and engaged workforce dedicated to achieving and redefining success.

2.3 Organizational culture

According to Mangkunegara as cited by Muiz, Enong, and Ningsih (2020), organizational culture is a framework of beliefs, values, and norms that guide individual behavior in problem-solving within an organization. Gibson L, referenced in Zahreni et al. (2021), describes organizational culture as an ethos felt by employees, shaping their beliefs, values, and expectations through their perceptions. Robbins, in Ravasi, D., and Schultz, M. (2019), characterizes organizational culture as the collection of values, principles, traditions, and shared practices that influence how members of an organization interact and conduct their work.

2.4 Perceived Organizational Support

According to Rhoades and Eisenberger, as mentioned in Montori et al. (2019), perceived organizational support reflects an employee's view on the extent to which the organization values their contributions and cares about their well-being. This perception also encompasses the organization's readiness to assist employees in task completion and fulfilling their socio-emotional needs.

Caesens and Stinglhamber, cited in Firnanda & Wijayati (2021), suggest that perceived organizational support constitutes a worker's belief about how much the company or organization values their work performance, offers support, and shows empathy towards their welfare.

Mayes, also mentioned in Firnanda & Wijayati (2021), proposes that perceived organizational support can psychologically influence employees by enhancing their sense of obligation to care about the company's success and increasing their expectation that their performance is highly valued.



Drawing from these theories, it can be concluded that perceived organizational support is the support that an organization extends to its employees, regarding acknowledgment of their contributions and concern for their well-being.

3. RESEARCH METHOD

The research conducted is an explanatory causal type, seeking to examine the influence between variables within a structural model, particularly the effect of dependent variables on independent variables. This quantitative research begins with a clear hypothesis and conceptualization of variables, followed by systematic calculation and data processing before collecting standardized data.

Sample selection is the process of choosing the correct number of elements from a population such that studying the sample allows for the generalization of its properties to the population. This study used a Non-Probability Sampling method, specifically saturation sampling, resulting in a sample size of 95.

For the analysis, a structural approach utilizing partial least squares was employed, processed using PLS software. The analysis begins with testing the outer model to determine the relationship between indicators and their represented variables. The outer model is assessed through three tests: convergent validity (loading factor > 0.7), discriminant validity (cross-loading > 0.7), and reliability (composite reliability and Cronbach's alpha > 0.5). Subsequently, model feasibility is tested with the structural model (inner model), examining the influence between connected variables. The structural model testing includes evaluating the R² values for dependent variables, Goodness of Fit (GoF) measures like SRMR, Chi-Square, and NFI, and Path Coefficient tests to determine the magnitude of influence and relationship between independent and dependent variables, using original sample values, t-statistics, and P-values. These tests aim to address the research problem and confirm the theory, as indicated by Santosa (2018). Suryawardani (2018) applied a similar SEM-PLS analysis for social issues research using smartPLS V.3.0 software.

To test hypotheses about causality between variables in this study, hypothesis testing is performed. The results are indicated by the t-values in the structural equation model or standardized total effects compared to their critical values (equivalent to t-table) at a 0.05 significance level. The criteria for significance are a t-value > 1.98 or a probability (p) value from the lambda coefficient (λ) that is less than 0.05, indicating that the indicators or dimensions are significant and can form the measured construct. In other words, the



probability value of the lambda coefficient (λ) is used to assess the consistency of the indicators or dimensions that constitute a factor or construct.

4. RESULT

4.1 Uji Measurement Model (Outer Model)

The measurement model or Outer model is a model evaluation to see the relationship between variables and their indicator indicators which can be seen from the values of convergent validity, discriminant validity, and internal consistency or Cronbach's alpha, combined reliability (Santosa, 2018)

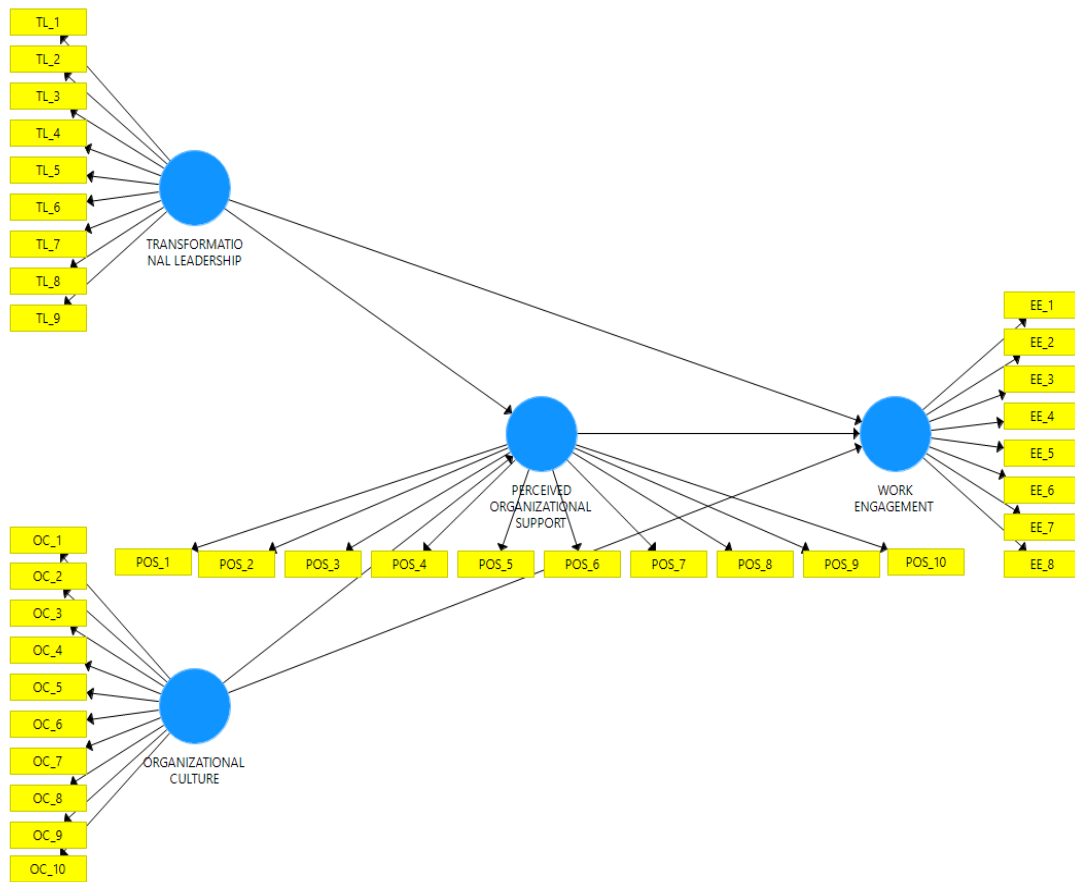


Figure 2. Outer Loading Test Results

Based on the description of Figure 2, the results of the validity test show that 9 instrument items from the Transformational Leadership (TS) variable, 10 instrument items

from the Job Status Organizational Culture (OC) variable, 10 instrument items from the Work Engagement (EE) variable and 10 instrument items from the Perceived Organizational Support (POS) are all declared valid because the results of their respective data processing - each instrument that produces a value above > 0.7 or greater than > 0.7 there are 38 items that are declared valid because the results of their respective validity tests show that these instruments produce valid results.

Table 1 Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ORGANIZATIONAL CULTURE	0,94	0,95	0,95	0,66
PERCEIVED ORGANIZATIONAL SUPPORT	0,94	0,94	0,95	0,65
TRANSFORMATIONAL LEADERSHIP	0,93	0,93	0,94	0,65
WORK ENGAGEMENT	0,95	0,95	0,96	0,73

The data summarized in the aforementioned table lead to the conclusion that each variable demonstrates a robust reliability factor. The Cronbach's Alpha scores for the three scrutinized variables span between 0.89 and 0.90, suggesting a commendably consistent level of measurement. In harmony with this, the rho_A values corroborate the high reliability indicated by Cronbach's Alpha. Moreover, Composite Reliability scores for the variables also approach unity, with values ranging between 0.91 and 0.93, underscoring the dependability of the measurement tools employed.

In addition, the Average Variance Extracted (AVE) is utilized to gauge the degree to which a variable's construct can account for variance observed in the dataset. With all AVE figures surpassing the 0.50 benchmark, the constructs of the variables in question are deemed to have strong validity. Hence, we can deduce that the instruments utilized to assess situational leadership, organizational culture, perceived organizational support, and work engagement in this study are both valid and reliable.

Table 3. GoF (Goodness of Fit) Test

	Saturated Model	Estimated Model
SRMR	0,06	0,06



d_ULS	2,65	2,65
d_G	4,17	4,17
Chi-Square	1513,36	1513,36
NFI	0,66	0,66

Referencing the provided table, we can deduce that the estimated model is well-aligned with the saturated model, with both showcasing a Standardized Root Mean Square Residual (SRMR) of 0.06. This level of SRMR signifies a satisfactory model fit. Furthermore, the similarity of values in both d_ULS and d_G, precisely at 2.65 and 4.17 respectively, for the estimated and saturated models, reflects congruence in measurement invariance between the two.

The Chi-Square statistic also reinforces this conclusion, with both models registering an identical value of 1513.36, thereby indicating no significant divergence in the goodness of fit across the models. Correspondingly, the Normed Fit Index (NFI) stands at 0.66 for both models, further confirming that the estimated model replicates the saturated model's goodness of fit adequately.

Table 4. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
ORGANIZATIONAL CULTURE -> PERCEIVED ORGANIZATIONAL SUPPORT	0,72	0,70	0,14	5,16	0,00
ORGANIZATIONAL CULTURE -> WORK ENGAGEMENT	0,18	0,19	0,12	1,51	0,13
PERCEIVED ORGANIZATIONAL SUPPORT -> WORK ENGAGEMENT	0,52	0,51	0,10	5,19	0,00
TRANSFORMATIONAL LEADERSHIP -> PERCEIVED ORGANIZATIONAL SUPPORT	0,21	0,23	0,14	1,47	0,14
TRANSFORMATIONAL LEADERSHIP -> WORK ENGAGEMENT	0,27	0,28	0,13	2,08	0,04
ORGANIZATIONAL CULTURE -> PERCEIVED ORGANIZATIONAL SUPPORT -> WORK ENGAGEMENT	0,38	0,36	0,10	3,76	0,00



TRANSFORMATIONAL LEADERSHIP -> PERCEIVED ORGANIZATIONAL SUPPORT -> WORK ENGAGEMENT	0,11	0,12	0,07	1,49	0,14
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The statistical analysis of the research data presents an intriguing narrative regarding the interrelations between organizational culture, perceived organizational support, transformational leadership, and work engagement. The hypothesis tests indicate that organizational culture is a significant predictor of perceived organizational support, with an impressively high T-Statistic of 5.16 and a P-Value of 0.00, denoting a strong positive relationship. However, the direct influence of organizational culture on work engagement appears to be inconclusive, with a T-Statistic of 1.51 and a P-Value of 0.13, suggesting that organizational culture alone may not be a strong driver of engagement among employees.

When examining the role of perceived organizational support as a mediator, the relationship with work engagement is quite pronounced, with a T-Statistic of 5.19 and a P-Value of 0.00, affirming that employees' perceptions of support significantly contribute to their engagement levels.

Transformational leadership's direct impact on perceived organizational support and work engagement is somewhat nuanced. The results show a marginal positive effect on work engagement, with a T-Statistic of 2.08 and a P-Value of 0.04, indicating a modest but significant influence. However, the direct impact of transformational leadership on perceived organizational support, and its extended influence on work engagement, do not reach the level of significance, with T-Statistics of 1.47 and 1.49 and P-Values of 0.14 for both pathways, respectively.

Crucially, when looking at the indirect pathways, organizational culture's influence on work engagement through perceived organizational support is notably significant, carrying a T-Statistic of 3.76 and a P-Value of 0.00. This suggests that while organizational culture might not directly influence employee engagement, it does so effectively through the lens of organizational support.

In contrast, the indirect effect of transformational leadership on work engagement through perceived organizational support is not statistically significant, with a T-Statistic of 1.49 and a P-Value of 0.14. This suggests that transformational leadership may need to be coupled with other factors or conditions to have a more pronounced effect on work engagement through organizational support.



In conclusion, the study brings to light the pivotal role of perceived organizational support in mediating the effects of organizational culture and transformational leadership on employee engagement. It highlights the complexity of factors that influence work engagement and underscores the importance of fostering an environment of support to maximize the positive impacts of organizational culture and leadership styles.

5. DISCUSSION

In conclusion, the empirical data from the study underscores the multifaceted nature of influences within an organizational setting. It reveals that while organizational culture significantly predicts perceived organizational support, its direct effect on work engagement is less clear, indicating that culture's role in driving engagement requires the intermediary of support perceptions. Moreover, the study demonstrates that perceived organizational support is a vital mediator, significantly enhancing work engagement and reflecting the importance of employees feeling supported by their organization.

Transformational leadership shows a more complex relationship with the variables in question. It has a slight but significant direct impact on work engagement, suggesting that transformational leaders can indeed directly foster higher levels of engagement. However, its effect on perceived organizational support and the subsequent indirect effect on work engagement is not significant, hinting at the possibility that transformational leadership might exert its influence in different ways or through other mediating variables not captured in this study.

The indirect pathway analysis further reveals that organizational culture's effect on work engagement is significant when mediated by perceived organizational support. This highlights the critical role of perceived support in translating cultural elements into employee engagement.

On the other hand, the indirect effects of transformational leadership through perceived organizational support do not show a significant impact on work engagement, implying that other elements may need to be present for transformational leadership to effectively translate into engagement through the perception of support.

Overall, the findings articulate the importance of understanding the dynamic and interrelated effects of organizational culture, perceived organizational support, and leadership styles on employee engagement. They suggest that for organizations to enhance engagement, a holistic approach is necessary—one that considers not just the direct



influences of culture and leadership but also the pivotal role of how supported employees feel within their organizational environment.

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