

THE IMPORTANCE OF TRANSFORMATIONAL LEADERSHIP AND JOB RESOURCES TO INCREASE LECTURER ENGAGEMENT: LEARNED FROM INDONESIA CASE

^a Edi Purwanto, ^b Jan Pieter Ate, ^c Maykel Ifa

ABSTRACT

Purpose: The aim of this study is to examine whether transformational leadership will significantly affect lecturer engagement and whether job resources will mediate the effect of transformational leadership on lecturer engagement.

Design/methodology/approach: This study applied non-probability sampling and collected 102 samples from lecturers from urban private universities, especially in Jakarta and other big cities. SEM-PLS is used as a tool to calculate data statistically.

Findings: The study's results prove that transformational leadership has a positive and significant effect on engagement, as does job resources. Furthermore, job resources are proven to mediate the effect of transformational leadership on engagement.

Research, Practical & Social implications: The results of this research imply that organizations, especially private universities can present and influence transformational leaders to lead organizations and improve job resources that lecturers or employees can access.

Originality/value: The value of the study is the first study on transformational leadership in Indonesia urban private universities.

Keywords: transformational leadership, job resources, engagement, urban private universities.

Received: 24/04/2023

Accepted: 18/07/2023

DOI: <https://doi.org/10.55908/sdgs.v1i1i2.558>

^a Ph.D., Department of Management and Jaya Launch Pad, Universitas Pembangunan Jaya, South Tangerang, Indonesia, E-mail: edi.purwanto@upj.ac.id, ORCID: <https://orcid.org/0000-0002-7143-4469>

^b Th.D. Student in Transformational Leadership, Harvest International Theological Seminary, Tangerang, Indonesia, E-mail: indhanpothan@gmail.com, ORCID: <https://orcid.org/0009-0009-6785-7731>

^c Master Degree, Sekolah Tinggi Ilmu Sosial dan Ilmu Politik Widuri, Jakarta, Indonesia, E-mail: Ifan.pascasarjanawiduri@gmail.com, ORCID: <https://orcid.org/0000-0002-3815-9928>



A IMPORTÂNCIA DA LIDERANÇA TRANSFORMACIONAL E DOS RECURSOS DE TRABALHO PARA AUMENTAR O ENGAJAMENTO DO DOCENTE: APRENDIDO COM O CASO DA INDONÉSIA

RESUMO

Objetivo: O objetivo deste estudo é examinar se a liderança transformacional afetará significativamente o engajamento do palestrante e se os recursos do trabalho irão mediar o efeito da liderança transformacional no engajamento do palestrante.

Estrutura teórica: A literatura recente relatou que os recursos do trabalho e a liderança transformacional influenciam fortemente o engajamento dos funcionários. Os recursos do trabalho medeiam o efeito da liderança transformacional no engajamento dos funcionários.

Desenho/metodologia/abordagem: Este estudo aplicou amostragem não probabilística e coletou 102 amostras de professores de universidades privadas urbanas, especialmente em Jacarta e outras grandes cidades. SEM-PLS é usado como uma ferramenta para calcular dados estatisticamente.

Resultados: Os resultados do estudo provam que a liderança transformacional tem um efeito positivo e significativo no engajamento, assim como os recursos de trabalho. Além disso, os recursos de trabalho comprovadamente mediam o efeito da liderança transformacional no engajamento.

Implicações de pesquisa, práticas e sociais: os resultados desta pesquisa indicam que as organizações, especialmente as universidades privadas, podem apresentar e influenciar líderes transformacionais para liderar organizações e melhorar os recursos de trabalho que professores ou funcionários podem acessar

Originalidade/valor: O valor do estudo é o primeiro estudo sobre liderança transformacional em universidades privadas urbanas da Indonésia.

Palavras-chave: Liderança transformacional, recursos de trabalho, engajamento, universidades privadas urbanas.

1 INTRODUCTION

Both scholars and practitioners have extensively explored the question of how to cultivate work engagement among employees. Recognized as a valuable asset, actively-engaged employees demonstrate a strong dedication to their organization's objectives and principles, which drives significant contributions to its achievements (Caniëls et al., 2018). Barry et al. (2020) found that lecturers, especially young lecturers, at an urban private university in Indonesia faced the problem of lecturer engagement. Purnami et al. (2022) also suggest from research results that lecturer engagement at private universities in Indonesia needs to be improved. Then, according to Balwant et al. (2020) and Hawkes et al. (2017), one of the means to increase engagement is a transformational leader who leads the organization.



Bass (1985) introduced transformational leadership as a theory in organizational leadership. For a considerable period, transformational leadership has been depicted as a universal remedy. However, according to Van Knippenberg and Sitkin (2013; Caniëls et al., 2018), a more recent critical research suggests the need to move away from the notion of transformational leadership and instead to focus on identifying and examining more precisely defined and empirically distinct elements of leadership. Moreover, according to Caniëls et al. (2018), a growing demand for research delves into the circumstances in which transformational leadership might be ineffective, for example, Alvesson & Kärreman (2015) and Blom and Alvesson (2015). Subsequently, Caniëls et al. (2018) recognized the existence of critical perspectives on transformational leadership. However, they took a different approach by examining the circumstances in which transformational leadership proves effective or ineffective in fostering engagement. Caniëls et al. (2018) stated that despite the significance attributed to leadership, the specific leadership style has received comparatively less emphasis in research on work engagement. They draw upon existing knowledge about “engaging leadership” and closely related transformational leadership models to bridge this gap.

The comparability of leadership models in developing countries has been questioned, given that developed countries typically exhibit higher living standards and social stability. However, there needs to be more research exploring leadership in emerging markets (Balwant et al., 2020). Considering the existing gaps in engagement and leadership research, the primary objective of this study is to examine the mediating role of job resources on the relationship between transformational leadership and lecturer engagement in urban private universities in Indonesia. If Balwant et al. (2020) tested the moderating role of job resources in the relationship between transformational leadership and employee engagement, Hawkes et al. (2017) tested the mediating role of job resources. And this study test the mediating role of job resources.

Thus, the questions of this research problem are:

1. How does transformational leadership affect lecturer engagement positively and significantly?
2. How do job resources affect lecturer engagement positively and significantly?
3. How do job resources mediate the effect of transformational leadership on instructor engagement positively and significantly?



2 LITERATURE REVIEW

2.1 TRANSFORMATIONAL LEADERSHIP

Transformational leadership is commonly distinguished from transactional leadership, as transactional leaders primarily influence employees through goal-setting, emphasizing desired outcomes, and providing clarity. In contrast, transformational leaders focus on supporting and motivating employees to foster employee growth and cultivate a more profound commitment to organizational objectives. By offering intellectual stimulation and inspirational motivation, transformational leaders strive to bring out the best in their employees (Caniëls et al., 2018).

Transformational leadership is a process that entails mutual support and advancement towards elevated levels of morale and motivation for both leaders and followers (Burns, 1978). These leaders are recognized for enhancing their followers' awareness of task outcomes, acknowledging their higher-level needs, and inspiring them to engage in tasks that align with the organization's best interests (Bass, 1985). They possess a profound understanding of their followers' needs and proactively address them, resulting in meaningful interactions and strong relationships. Notably, an essential aspect of being a transformational leader is cultivating a sense of identification and unlocking the full potential of followers within the workplace (Bodenhausen & Curtis, 2016). In addition, these leaders employ management strategies that emphasize active engagement and trust-building, thereby establishing a work environment that highly values and promotes employee involvement (Bodenhausen & Curtis, 2016).

2.2 JOB RESOURCES

Job resources consist of aspects within a job that facilitates achieving work-related goals, alleviating the challenges and burdens associated with job demands, and supporting personal growth and advancement (Tummers & Bakker, 2021). Similarly, Clausen and Borg (2011) define job resources as the components of a job that assist employees in attaining their work-related objectives as well as promoting personal growth, learning, and development.

These resources can be physical, social, or organizational aspects of the job. Examples of job resources include job control, availability of information, support from supervisors, and the overall innovative work climate. These resources collectively create



a conducive work environment that supports employees in achieving their goals and enables their professional development (Balwant et al., 2020).

Job control pertains to the level of authority and influence that employees possess over the direction of their work. Access to information involves the availability and exchange of information and feedback between superiors and subordinates within the organization. Supervisor support denotes the extent to which supervisors demonstrate care, support, and advocate for the well-being of their employees. Innovative climate refers to the degree of emphasis on creativity, encouragement of novelty, and frequency of improvements within the work environment. Finally, work climate refers to the overall comfort and supportiveness within the broader work setting (Balwant et al., 2020).

2.3 EMPLOYEE ENGAGEMENT

Employee engagement is a valuable tool that assists organizations in achieving a competitive advantage over their counterparts (Anitha, 2014). Employee engagement plays a crucial role in the prosperity of any organization within the present-day dynamic and competitive landscape (Adeniji et al., 2020). The unique aspect of individuals, which cannot be replicated or mimicked by competitors, is an irreplaceable factor and is widely acknowledged as the organization's most prized possession when effectively managed and engaged. Measuring a company's vigor is predominantly attributed to the significance of employee engagement. The level of engagement of individuals will impact the organization's overall effectiveness (Anitha, 2014).

Three distinct categories of individuals exist within an organization: engaged employees, not engaged employees, and actively disengaged employees. Engaged employees can be described as proactive contributors who consistently endeavor to excel in their respective roles. On the other hand, not engaged employees tend to prioritize completing assigned tasks rather than aligning with the organization's overarching goals. Their approach revolves around fulfilling directives rather than displaying initiative. Actively disengaged employees pose a significant risk as they not only underperform but also have a detrimental impact on the motivation of other employees within the organization (Anitha, 2014).



2.4 TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE ENGAGEMENT

According to Anitha (2014), leadership emerged as a critical criterion recognized as a foundational element in determining employee engagement. The presence of inspirational leaders naturally fosters a sense of engagement among individuals. It is the leaders' responsibility to effectively convey how employees' contributions significantly contribute to the organization's overall success. When employees perceive their work as meaningful, it generates interest and fosters engagement. Adeniji et al. (2020) stated, the statistical analysis suggests that when it comes to employee engagement, inspirational motivation holds the highest level of significance within the context of transformational leadership. Alamri (2023) also believes transformational leadership positively and significantly affects employee engagement.

Each of the transformational leadership behaviors focused on vision is expected to foster employee engagement:

1. A clear vision helps employees internalize the organization's goals and values, enabling them to recognize the significance of their contributions and goals in achieving this vision. As a result, employees become engaged as they perceive a clear connection between their efforts and the organization's future.
2. The use of inspirational communication has the potential to engage employees through emotional contagion, a process where moods and emotions are unconsciously transmitted through mimicry of displays.
3. Intellectual stimulation involves leaders challenging employees to analyze situations and find innovative solutions to organizational problems critically. This behavior influences employees' perception of a more challenging job and enhances their sense of autonomy within the work climate, as they are encouraged to solve problems using novel approaches. These perceptions of increased challenge and autonomy can intrinsically motivate employees, thereby enhancing employee engagement.
4. The leader's supportive leadership and personal recognition are expected to relate positively to employee engagement based on social exchange theory (Balwant et al., 2020).

In the case of supportive leadership, employees may reciprocate genuine attention and support from the leader by dedicating themselves to their work. The behaviors associated with transformational leadership are expected to foster employee engagement.



Numerous empirical studies have consistently demonstrated a positive correlation between transformational leadership and employee engagement across various organizations, including those in the service sector (Balwant et al., 2020).

Caniëls et al. (2018) stated that previous research has consistently demonstrated the significant associations between transformational leadership behaviors and various aspects of engagement, both at the individual and organizational levels. It has been found that transformational leadership plays a crucial role in enhancing employees' work motivation, fostering support from leaders, and creating an environment that values learning from mistakes, thereby promoting psychological safety and encouraging engagement. The positive impact of transformational leaders on employees' work engagement can be attributed to their ability to cultivate a positive mindset among employees, leading to increased engagement levels.

Based on the above concepts and research then, the first hypothesis is the following:

H1. *The transformation leadership has positive effect on the employee engagement.*

2.5 JOB RESOURCES AND EMPLOYEE ENGAGEMENT

Balwant et al. (2020) stated that although the current study focuses on exploring job resources as a moderator of the relationship between transformational leadership and employee engagement, it is essential to note that job resources are also expected to predict employee engagement directly. Moreover, meta-analytic evidence by Cole et al. (2012) suggests that job resources are among the most influential predictors of employee engagement (Balwant et al., 2020). Job resources are considered a vital prerequisite for cultivating engagement, and their presence enhances the impact of transformational leadership on employee engagement (Balwant et al., 2020).

Job resources can exert both intrinsic and extrinsic motivational effects on employees. On the one hand, these resources facilitate personal growth, development, and learning, thereby fostering employees' intrinsic motivation. On the other hand, job resources also enable goal attainment, contributing to extrinsic motivation. As a result, job resources have the potential to generate a sense of fulfillment in employees, ultimately stimulating their engagement in the workplace. Empirical research substantiates this



notion and consistently demonstrates that job resources are robust predictors of employee engagement (Balwant et al., 2020).

Based on the above concepts and research then, the second hypothesis is the following:

H2. The job resources has positive effect on the employee engagement.

2.6 TRANSFORMATIONAL LEADERSHIP, JOB RESOURCES AND EMPLOYEE ENGAGEMENT

Job resources include job control, availability of information, support from supervisors, an innovative climate, and the overall work climate (Balwant et al., 2020). As an element of job resources, job control refers to the extent to which employees can influence the direction of their work.

When employees have a higher level of job control, it may strengthen the impact of transformational leaders' utilization of intellectual stimulation on employee engagement. In other words, job control allows employees to exercise discretion in their job tasks, making them more receptive to the intellectual stimulation provided by transformational leaders and ultimately enhancing their level of engagement (Balwant et al., 2020).

The exchange of information and feedback between superiors and subordinates is expected to amplify the impact of transformational leaders' supportive leadership behaviors on employee engagement. This is achieved by facilitating more meaningful one-on-one interactions that foster trust and engagement. In addition, when supervisors genuinely demonstrate care for employees' well-being, it can further enhance the influence of transformational leadership behaviors on employee engagement. Similarly, an organizational climate promoting innovativeness is anticipated to strengthen the effect of transformational leaders' use of intellectual stimulation on employee engagement, as it gives signals to employees that the organization supports exploring creative solutions. Lastly, a comfortable and supportive work climate can reinforce the relationship between all transformational leadership behaviors and employee engagement (Balwant et al., 2020).

According to Balwant et al. (2020), within the literature on employee engagement, transformational leadership, and job resources are commonly studied as independent predictors of engagement. However, job resources may be crucial in the relationship



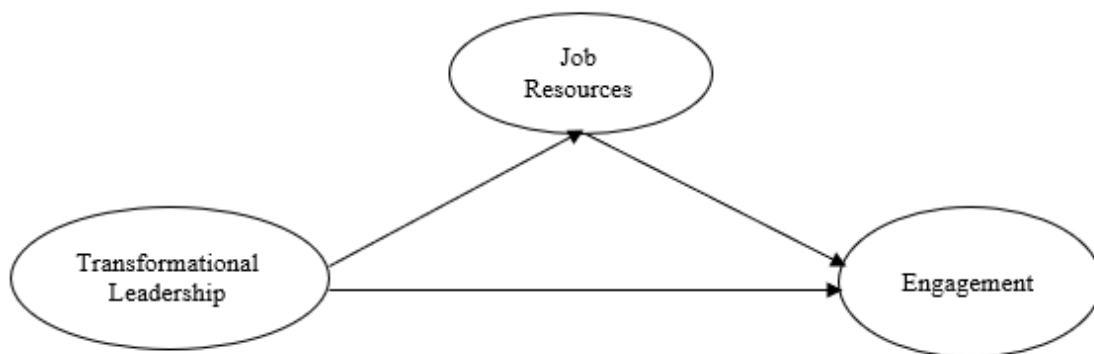
between leadership and engagement (Balwant et al., 2020). According to Meng et al. (2022), transformational leadership is not only regarded as a crucial interpersonal job resource within the job demands-resources model but also as an external motivator in assisting employees in attaining their objectives. When the intrinsic motivational aspects of transformational leadership are implemented, it can lead to a rise in work engagement, particularly when transformational leaders actively encourage and support police officers which results in heightened levels of personal engagement.

Based on the above concepts and research then, the third hypothesis is the following:

H3. *The job resources mediate the effect of transformational leadership on employee engagement.*

We build a conceptual framework based on the hypotheses in Figure 1.

Figure 1. Conceptual Framework



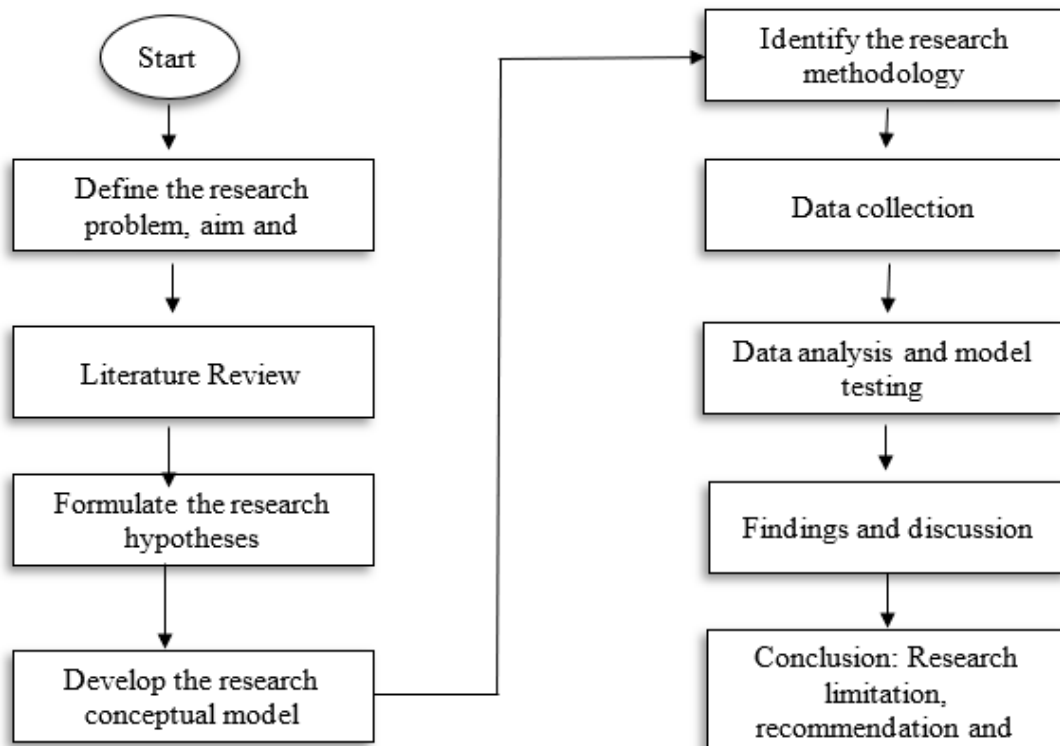
3 DATA AND METHODOLOGY

3.1 RESEARCH PROCESS

Figure 2 describes the process of this research.



Figure 2. Research process



3.2 POPULATION, SAMPLE, AND SAMPLING TECHNIQUE

This study focused on lecturers employed in urban private universities in Indonesia. Due to resource constraints and the researchers' reliance on personal funds, non-probability convenience sampling was employed. The data collection process involved distributing questionnaires via Google Forms, resulting in 102 usable samples. Most respondents were lecturers based in Jakarta and its surrounding metropolitan areas, with a smaller representation from lecturers in other urban areas on the island of Java.

3.3 RESEARCH INSTRUMENT

To assess transformational leadership, we utilized a measurement tool developed by Podsakoff et al. (1990). Job resources were measured using instruments developed by Pejtersen et al. (2010), which were also employed by Hawkes et al. (2017). Specifically, three resources were evaluated: work influence, supervisor support, and recognition. The employee engagement measurement was adapted from the instrument developed by Schaufeli et al. (2006), which was subsequently modified by Hawkes et al. (2017).



3.4 ANALYSIS TECHNIQUE

This study utilized the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis method, employing the SmartPLS version 3.0 software. The analysis process involved measuring the outer model's reliability and validity through measurement evaluations. Additionally, the inner model, which encompasses the structural relationships, was evaluated through statistical T-tests or hypothesis tests. Finally, the test results were analyzed thoroughly to derive meaningful research findings.

During the evaluation of the outer model, the outer loadings need to exceed 0.70, as recommended by Hair et al. (2012) and Edi Purwanto et al. (2021), to ensure reliability. Moreover, Cronbach's Alpha values should surpass 0.70, indicating each variable's reliability, as Kristiawan et al. (2022) suggested. Composite Reliability values should also exceed 0.70 to meet the criterion of internal consistency reliability, as outlined by Hair et al. (2012) and Tjiu and Purwanto (2017). As for convergent validity, the Average Variance Extracted (AVE) value should be above 0.50, following the guidelines of Hair et al. (2012) and Purwanto and Purwanto (2020).

Regarding the inner model evaluation, the P-values should be less than 0.05, and the T-Statistics value should exceed 1.96, as Hair et al. (2012) and Jauw and Purwanto (2017) recommended.

4 RESULTS AND DISCUSSION

4.1 OUTER MODEL EVALUATION

Table 1 shows that the outer loadings value of all items of the transformational leadership construct is higher than 0.70, then they meet indicator reliability. Likewise, the outer loadings value of job resource items is higher than 0.70, so they meet indicator reliability. Then, the outer loadings of the engagement items are higher than 0.70, so they meet indicator reliability. Furthermore, the Cronbach's Alpha values in Table 1 exceed 0.70, demonstrating each variable's reliability. Table 1 also shows that the Composite Reliability value of each variable is higher than 0.70, so all variables meet the requirements of internal consistency reliability. On the other hand, Table 1 shows that the Average Variance Extracted (AVE) value is higher than 0.50, satisfying the convergent validity criteria.



Tabel 1 - Outer Loadings

Items	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	
Transformational Leadership		0.961	0.966	0.742	
TL1	0.766				
TL2	0.871				
TL3	0.792				
TL4	0.827				
TL5	0.869				
TL6	0.909				
TL7	0.907				
TL8	0.920				
TL9	0.846				
TL10	0.892				
Job Resources					0.928
JR1	0.718				
JR2	0.758				
JR3	0.845				
JR4	0.793				
JR5	0.847				
JR6	0.715				
JR7	0.874				
JR8	0.824				
JR9	0.778				
Engagement		0.925	0.939	0.690	
G1	EN				0.865
G2	EN				0.864
G3	EN				0.856
G4	EN				0.860
G5	EN				0.846
G7	EN				0.781
G8	EN				0.733

Source: SmartPLS Output (2023)

In order to fulfill the Fornell-Larcker criterion for Discriminant validity, the average variance extracted (AVE) of each construct should surpass the squared correlation with any other construct, as indicated in Table 2.



Table 2 - Discriminant Validity (Fornell-Larcker Criterion)

	Engage ment	Job Resources	Transformational Leadership
Engagement	0.830		
Job Resources	0.651	0.796	
Transformational Leadership	0.677	0.747	0.861

Source: SmartPLS Output (2023)

4.2 INNER MODEL EVALUATION

Table 3 shows that the effect of transformational leadership on lecturer engagement is positive and significant. It showed with the T-Statistic value is $3.994 > 1.96$, and its P-value is $0.000 < 0.05$ (see also Figure 3). Likewise, the effect of the job resources on lecturer engagement is positive and significant because its T-statistic value is $3.308 > 1.96$, and its P-value is $0.000 < 0.05$ (see also Figure 3).

Table 3 - Path Coefficients

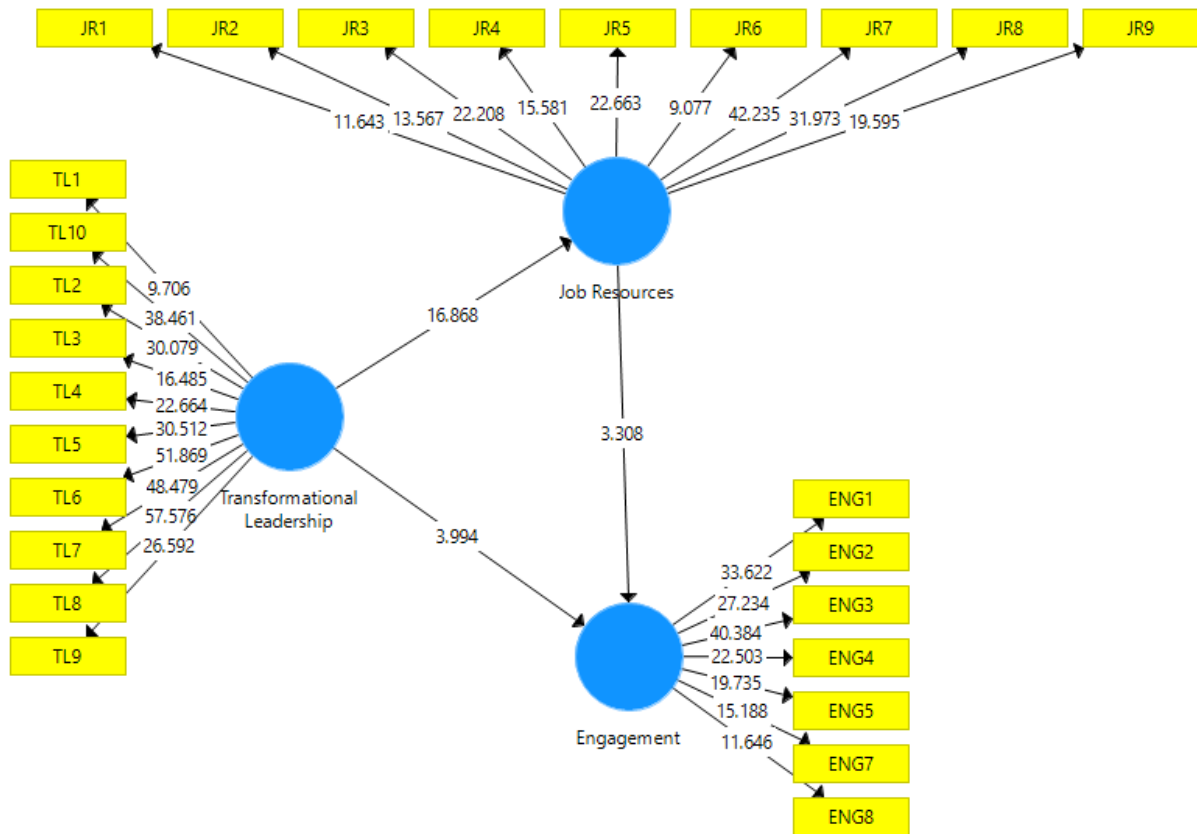
	Orig inal Sample (O)	Sam ple Mean (M)	Stand ard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Engagement	0.432	0.427	0.108	3.994	0.000
Job Resources -> Engagement	0.328	0.339	0.099	3.308	0.001

Source: SmartPLS Output (2023)

This study proves that urban private universities need transformational leadership because it is proven that the presence of transformational leaders can increase lecturer engagement. The demand to meet the operational needs of private universities, which mainly depend on tuition fees paid by students, leaders of private universities tends to become transactional leaders to implement operational expenditure efficiencies. The impact of transactional leaders, in general, also produces employees who are transactional as well (Montañez, 2022), rather than engaged employees. However, if private university leaders can become transformational leaders, employee engagement will increase. Employee engagement can undoubtedly improve employee performance (Anitha, 2014). The estuary of employee performance is the university's performance as well (Tarmidi & Arsjah, 2019).



Figure 3. Bootstrapping result



Facilitating achieving work-related goals and supporting personal growth and advancement (Tummers & Bakker, 2021) is needed to support the performance of lecturers to complete the tri dharma (teaching, researching, and providing services to the community). This research also proves that job resources are influential and significant for lecturer engagement. In addition, physical and social resources, job control, availability of information, support from supervisors, an innovative climate, and the overall work climate (Balwant et al., 2020) are also elements of the job resources needed by lecturers. When all of these elements are available, their engagement will increase.

Table 4 - Total Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Engagement	0.245	0.254	0.076	3.203	0.001

Source: SmartPLS Output (2023)



Table 4 shows that the mediating role of job resources on the effect of transformational leadership on instructor engagement is positive and significant. It is shown by its T-Statistics is $3.203 > 1.96$, and P-values is $0.001 < 0.05$.

In addition to how job resources evidently increase engagement, job resources can also play a role in mediating the influence of transformational leadership on engagement. This means that a transformational leader must facilitate achieving work-related goals and supporting personal growth and advancement, then using it to increase lecturer engagement. Transformational leaders possess persuasive abilities and have the capacity to cultivate positive organizational perceptions among employees. They serve as precursors to empower employees within organizations (Choi et al., 2020). Job resources are a much-needed means of empowering employees. Therefore, university leaders (authorities) cannot make efficient reasons to reduce supporting employee work, as proven by this paper that the increase of employee engagement is assisted by the efficacy of job resources.

5 CONCLUSION

In conclusion, transformational leadership significantly affects lecturer engagement in urban private universities. Likewise, job resources have proven to affect lecturer engagement significantly. Finally, job resources are proven to mediate the influence of transformational leadership on lecturer engagement.

These results imply that private universities need transformational leaders who can create employee engagement. The leader must also support the creation or availability of job resources that effectively increase employee engagement. This research was conducted at urban private universities in Indonesia, and learning from the results, the condition of urban private universities in other developing countries may be similar. Therefore, this research model can be used again to investigate the role of transformational leadership and job resources in increasing employee engagement at urban private universities in developing countries other than Indonesia.



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